

FINANCIAL TIMES

EUROPE'S BUSINESS NEWSPAPER

Monday July 29 1985

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South Africa: Time
to impose
sanctions, Page 17

World news

Business summary

Israeli bid to stem anti-Arab violence

Israeli police mounted a massive security operation in the town of Afula in central Israel to prevent anti-Arab violence at the funeral of a Jewish teacher murdered last week.

Three Palestinian youths, aged 16 and 17, from the occupied West Bank had admitted the murders and re-enacted the crime for investigators, according to police.

Police in riot gear closed off streets and paramilitary border police were stationed on almost every corner amid fears of a renewal of Friday's violence against Arabs after the victims' bodies were found in a small cave. Page 2

Heisinki protest

Hundreds of Finnish police cordoned off the Soviet Embassy in Helsinki to hold back the largest anti-Soviet demonstration in Finland since Warsaw Pact countries invaded Czechoslovakia in 1968. The protests came on the eve of the 10th anniversary of the Helsinki accord.

Bombs in Peru

Alan Garcia, a Social Democrat who hopes to beat Peru's rebels by spreading wealth among the poor, has become Latin America's youngest president. His arrival was greeted by a series of bombings that branched massive security for his inauguration. Page 2

Talks on summit

U.S. Secretary of State George Shultz leaves today for Helsinki where, in his first meeting with Soviet Foreign Minister Eduard Shevardnadze, he will lay the groundwork for the November superpowers summit.

Embassy staff freed

Afghanistan has freed two non-diplomatic employees of the Pakistani Embassy in Kabul who had been held on spying charges, Pakistani Prime Minister Mohammad Khan Jumei, announced.

Lebanon 'unity'

Lebanese Shia Muslim leader Nabih Berri and Dr. Kamel Jumblatt held a joint news conference where they would set up a "National Unity Front" next month which would lay down terms for national reconciliation.

Train deaths

Two people died and 17 were injured when a train on the Calabro-Lucania line in southern Italy hit an embankment.

Danish riots

Denmark stepped up police protection for foreign refugees after two successive nights of rioting in which about 500 youths stormed a hotel where 80 Iranian exiles lodged in protest against a growing influx of refugees to Denmark - mainly from the Gulf war.

Flood victims

Monsoon floods in the north Indian state of Punjab have claimed four more victims. So far 59 people have died in two weeks of flooding which hit 3,000 villages. Page 2

Toxic gas alert

West German police called off a poison gas alarm after a false alarm at a chemical plant. The alarm was based on fears that liquid in tubes dating from the Nazi era might be toxic gas were dispensed by scientists.

Peaceful strike

Guadeloupe remained paralysed by a general strike for the fifth day, but the island was peaceful. The strike has been called by pro-independence groups who have built road blocks around Pointe-à-Pitre.

Leading wine

A bottle of Spanish wine auctioned by Mrs Margaret Thatcher, British Prime Minister, fetched the highest price at a wine auction in Haro, northern Spain.

Texas hit by chip industry recession

TEXAS INSTRUMENTS, world's biggest semiconductor maker, plunged to a \$3.9m loss in the second quarter, blaming the downturn in the industry which it described as the "deepest recession since 1974 and possibly the most severe in the history of the industry." Page 19

AN EEC-WIDE ban on new bank loans to, and investment in, South Africa by Community companies has been proposed by the British Social Democratic Party. Page 6

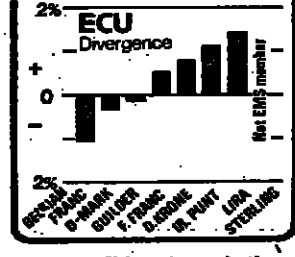
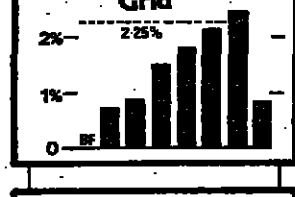
CHINA'S Finance Minister Wang Bingqian reported that state revenue exceeded income in the first half by "the highest margin in recent years."

BRAZIL's central bank is to send a mission to Europe this week to explain the country's economic progress and its proposed austerity programme to the IMF.

SPECULATION about further devaluations within the EMS following that of the Italian lire, created nervous conditions towards the end of last week. Currencies thought to be in most danger are the Belgian franc, the Dutch guilder, the French franc, although the Bank of France has strong reserves if it wishes to defend the present parities. As a sign of pressure, the French currency weakened in the forward market.

The chart shows the two constraints on European Monetary System exchange rates. The upper grid, based on the weakest currency in the system, defines the cross rates from which no currency (except the lire) may move more than 2 1/2 per cent. The lower chart gives each currency's divergence from its "central rate" against the European Currency Unit (ECU), itself a basket of European currencies.

EMS JULY 26, 1985



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UK GOVERNMENT financial advisers are expected to set and underwrite tomorrow the price at which the remaining 49 per cent of Britoil will be sold. Page 6

SOVIET economy achieved a second-quarter industrial growth rate of 4.2 per cent, after a 2 per cent growth in the first quarter. Page 2

ROYAL MINT operating profit for the year ended March 31 was 25 per cent down at £5.6m (\$7.8m). Page 22

WEST GERMAN bearing manufacturer Kugelfischer Georg Schäfer will make its long-awaited public share issue later this year, floating around DM 82m (\$28m) of its DM 165m capital on the Frankfurt and Munich stock exchanges.

IRWIN JACOBS, Minneapolis-based investor and Wall Street trader, said he had formed a limited partnership to raise \$2.5bn and planned to acquire a major, unidentified corporation. Page 21

FORD's domination of the UK company fleet market is under severe pressure from Vauxhall, says a British Institute of Management survey. Page 6

NESTLE, Swiss-based food group, reported first-half sales 52 per cent up on last year at SwFr 22.4bn (\$9.5bn) due to the acquisition of U.S. group Carnation and the weakening of the Swiss franc against other currencies. Page 18

UK state housing schemes should be taken out of local authority control and transferred to tenants' co-operatives, says the UK economic "think tank," the Adam Smith Institute.

Ugandan military regime calls for calm

BY MARY ANNE FITZGERALD IN NAIROBI

UGANDA'S new military leaders, who deposed President Milton Obote on Saturday, yesterday suspended the country's constitution and appealed for calm.

Residents of Kampala contacted by telephone described extensive looting in the city over the weekend, with at least 10 people killed, including a soldier. Yesterday afternoon army officers intervened, driving through the ransacked city and ordering the soldiers back to the barracks. A curfew is in force and the country's borders are closed.

The acting British High Commissioner in Kampala, Mr Peter Penfold, said in a BBC interview yesterday that some of the estimated 700 British citizens living in Kampala had been assaulted.

The rebels named Brigadier Basilio Olara Okello, commander of the 10th Brigade, as leader of the coup. The appointment of Brigadier Okello confirmed early assessments that the coup had been mounted by soldiers from the Acholi tribe, who have increasingly resented the favoured treatment of Langi members of the army, from the same tribe as Dr Obote. The president is reported to have taken refuge in neighbouring Kenya.

Brigadier Okello, an Acholi in his late 30s, led his troops into Kampala on Saturday from their northern bases. Despite reports of sporadic fighting, the rebels appear to have consolidated their position.

In a midday broadcast on the state-run radio, a rebel spokesman said that Uganda's constitution had been suspended, parliament dissolved and the Cabinet dismissed.

He also spoke of "free and fair elections" but gave no details and suggested no timetable for a return to civilian rule.

The last elections in December 1980 were won by President Milton Obote, ousted by Idi Amin in 1971, and registration of voters for new elections later this year was due to start this week.

General Amin, who has been living in Jeddah, Saudi Arabia, since he was deposed, has welcomed the coup. He told Reuters news agency that he had ordered his followers to support the coup leaders and added that he was ready to return home and "rescue" Uganda.

The rebel spokesman said: "Our avowed objective is foremost to

strive as best and as soon as we can to establish and maintain peace, liberty for all and true democracy under the rule of law."

Dr Obote's overthrow appears to have been triggered by mounting ethnic animosity between the Langi and Acholi tribes.

The rift was irretrievably widened last week when Brigadier Tito Okello, the Acholi commander of the armed forces, deserted to the 10th Brigade headquarters at Gulu, 150 miles north of Kampala. His desertion, say sources close to the army, followed a quarrel with the army chief of staff, Brigadier Smith Opon-Acak, a Langi.

On Friday night 10th Brigade troops marched south to Kampala and entered the city to the cheering

of residents. It is not clear whether troops loyal to Dr Obote put up any resistance, but mortar fire was heard from early Saturday afternoon to late that night, and resumed briefly yesterday afternoon.

Several Cabinet ministers have been arrested, including Mr Chris Rwakasi, a close Obote aide and Minister in charge of the National Security Agency, which has been blamed for much of the torture and killing which has taken place in Ugandan jails. Abuses were condemned in a report last month by the international human rights organisation, Amnesty International.

A key question yet to be resolved is the role, if any, in the new Government.

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Background, Page 2

U.S. closer to sanctions on South Africa

BY STEWART FLEMING IN WASHINGTON

SENATOR ROBERT DOLE, the Republican majority leader, yesterday called for early Congressional passage of legislation that would impose economic sanctions on South Africa, a further sign of hardening attitudes in the U.S. as the violence in the white-ruled state continues.

"Let's get a Bill out this week," Senator Dole said in a television interview when asked about legislation in Congress to impose sanctions on South Africa. "Let's send the strongest signal possible."

A conference committee of the House and the Senate is scheduled to meet on Wednesday to try to resolve differences between the two versions of the sanctions legislation, the House version of which provides for stronger action. Asked if the White House would approve a Bill, Senator Dole said: "I think the President could sign the Senate Bill."

Senator Dole's remarks followed comments by Senator Richard Lugar, chairman of the Senate foreign relations committee, calling for early Congressional action on the sanctions legislation. They came, too, amid signs that the Reagan Administration, embarrassed by the way in which the violence in South Africa undercuts its policy of "constructive engagement" towards Pretoria, is adopting a tougher tone in its comments on the situation.

On Friday, in the wake of a meeting of the National Security Council attended by President Reagan, the White House issued its strongest statement criticising the policies of the South African Government

since the state of emergency was declared in 1980. "We was state of emergency removed," said Mr Larry Speakes, the White House spokesman.

Mr Speakes repeated U.S. opposition to sanctions, saying: "They could do harm to the very people we are trying to help." But he added: "The real cause of violence in South Africa is apartheid."

The administration has reportedly used the threat of sanctions legislation in Congress to try to pressure the South African Government. The milder Senate version of the legislation would ban new bank loans and the sale of computers or nuclear technology to South Africa. Only after an 18-month delay, during which an assessment would be made as to whether progress was being made to end racial discrimination, would new investment and the import of gold coins be prohibited.

The Bill approved by the House bans new investment, loans to the South African Government, the import of South African gold coins and the export of computers or nuclear technology.

Jim Jones, in Johannesburg, writes: Mr P W Botha, the South African Prime Minister, grudgingly offered his first post-emergency olive branch at the weekend to the country's black majority. He agreed to talks with Bishop Desmond Tutu.

Continued on Page 18
View from British Social Democratic Party, Page 6; Foreign affairs, Page 17; Kruggerand marketing, Page 21

Punjab pact under threat

By K.K. Sharma in New Delhi

THE SETTLEMENT on the Punjab reached last week when Mr Rajiv Gandhi, the Indian Prime Minister, and Mr Harchand Singh Longowal, leader of the moderate Sikh political party Akali Dal, came under serious threat at the weekend.

A meeting of the Akali Dal party held on Saturday to consider the agreement produced strong criticism from two of its senior leaders.

Complaining that they were not told about the talks on the settlement, Mr Prakash Singh Badal and Mr Gurbachan Singh Tohra, refused to endorse the agreement.

Although it gained the support of the majority, the agreement now threatens further to split the Akali Dal party, the hardline wing of which has already rejected the settlement.

In the holy city of Amritsar, in Punjab, one policeman has already been killed by unidentified gunmen and security forces expect further violence from those wishing to sabotage the settlement.

Security was tightened after plans were disclosed to assassinate Mr Longowal and Mr Arjun Singh, Governor of the Punjab, who was also involved in behind-the-scenes negotiations.

Politicians from other states affected by the settlement are also opposed to it. In the neighbouring state of Haryana, all 28 members of the opposition in the state legislature resigned their seats in protest. They claim that the interests of Haryana, particularly over the transfer of the shared capital Chandigarh to Punjab, and the sharing of waters of the Ravi-Beas river system, have been adversely affected.

Fabius in row over closure of steel plant

BY PAUL BETTS IN PARIS

A CONTROVERSIAL decision by the French nationalised steel industry to close another plant in the depressed northern steel belt of the country has provoked a major row in the Socialist Party.

The dispute has pitched M Pierre Mauroy, the former Prime Minister, against M Laurent Fabius, the current Socialist Prime Minister.

M Mauroy, who is mayor of the northern city of Lille and one of the more left-wing political leaders in the north, was angered by the decision to close a steel plant near Valenciennes with the loss of 770 jobs as part of a further round of restructuring in the country's battered steel industry.

M Mauroy had to launch the Socialist Government's original steel restructuring plan when he was Prime Minister last year. That included job cuts and plant closures.

However, the Trifolium-Saint-Leger plant owned by Unimetal - the long-product joint subsidiary of Sidor and Usinor, the two nationalised steel groups - was due to continue operations in the original Mauroy plan.

But the French nationalised steel companies have now decided to accelerate and widen their restructuring programmes with the closure of Trifolium-Saint-Leger and extra job cuts involving about 2,000 steel workers.

The latest decisions follow a recent agreement between Sidor and Usinor to rationalise steel production with inevitable consequences on output in the French northern steel belt.

The Government, which has just

announced an extremely rigorous public-spending budget for 1986 involving a real cut in public expenditure for the first time since the last war, has also been keen to speed up major industrial restructuring still outstanding in France. Included are the steel industry and the shipbuilding sector, where 900 job cuts have already been announced this month.

But M Mauroy and Socialist leaders in the north see the new steel closure as a direct attack on them after they pledged last year that there would be no more closures in the area's troubled steel industry. The Socialist Party in the north was also alarmed at the impact the latest decision could have on next year's parliamentary elections.

A series of events including pressure from M Mauroy, the apparent threat of resignation by two Cabinet ministers - M Michel Delebarre, the Labour Minister who was formerly M Mauroy's *Chef de Cabinet*, and M Jean Le Garrec, the Secretary of State in charge of civil servants and a close Mauroy ally - and a series of demonstrations by angry workers around Valenciennes, resulted in a pledge from M Fabius that the steel plant would not be closed until alternative jobs had been found for the 770 workers threatened with redundancy.

The pledge appears to have appeased M Mauroy and other Socialist leaders in the north for the present. However, four Socialist councillors from the north decided to resign from the Socialist Party at the

Government, which has just

announced an extremely rigorous public-spending budget for 1986 involving a real cut in public expenditure for the first time since the last war, has also been keen to speed up major industrial restructuring still outstanding in France. Included are the steel industry and the shipbuilding sector, where 900 job cuts have already been announced this month.

Continued on Page 18

Thatcher calls for Tokyo and Bonn to encourage expansion

BY STEWART FLEMING IN WASHINGTON

MRS MARGARET Thatcher, the British Prime Minister, has called on Japan and West Germany to take advantage of the opportunity presented by their sound economic performance to adopt more expansionary economic policies in the interests of promoting faster world growth.

Asked about recent calls for such moves by Mr Paul Volcker, the Federal Reserve Board chairman, Mrs Thatcher said in Washington after a meeting with the Fed chairman on Friday: "It would seem to me that those remarks are probably directed at those countries which have considerable trading surpluses and also low inflation and comparatively low borrowing. Where you have got those things coming together you will find that they could perhaps now take legitimate orthodox measures... which could result in their expanding their economies."

In the face of slowing U.S. economic growth, where fast rising imports have been spurting global economic expansion, Mr Volcker has made it clear that he believes that other industrial nations must now do more to keep the world economy moving forward.

In Congressional testimony two weeks ago Mr Volcker said there were obvious limits to America's ability to use monetary expansion to stimulate its economy without threatening to reignite inflation. "The widely-shared sense that other nations should do more to open markets, to deal with structural rigidity in their economic systems, to encourage growth... is certainly right," he said.

Although Mr Volcker has avoided identifying specific countries that could do more, Mrs Thatcher left no doubt that she feels both Japan and West Germany - the latter, she said, had "a certain amount of latitude" - could adopt more expansive policies in view of their high trade surpluses, low inflation and "conservative borrowing policies."

In the case of Japan's trade policies, Mrs Thatcher said that she was "fairly firm about the tremendous Japanese balance of trade and that Japan simply could not go on in that way. Japan, she said, "must do something about the value of the yen which, as you know, has a very low value and needs increasing."

Mrs Thatcher stressed, however,

that she was talking about specific limited stimulative moves. "There is no question of expanding by printing money," she said, adding that the boost from such policies tended to be short-lived and "lands you in trouble" later on. She gave no indication that more stimulative measures should be adopted by the UK which is seen by the U.S. to have been following more expansionary economic policies than West Germany and Japan.

Mrs Thatcher's remarks come at a time when there is still considerable uncertainty about the prospects for an upturn in the U.S. economy after its sluggish growth at a real annual rate of only 1 per cent in the first six months of the year.

The fact that the dollar has fallen significantly since February - by more than 15 per cent against the D-Mark - is also seen in the U.S. as a factor creating scope for more expansive policies in some other industrial countries. The strengthening of both the D-Mark and the yen on foreign exchange markets will help to dampen inflationary pressures in their economies, it is argued.

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promptly gold collapsed from \$514 to \$396. We then warned that gold would continue lower into 1985 and fall below \$300 once again.

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OVERSEAS NEWS

Michael Holman reports on how deep-rooted tribalism and grievances over slow economic recovery led to the army takeover in Uganda

The fatal combination that forced Obote into his second exile

AS APOLLO Milton Obote, in exile yet again, watches events unfold in Uganda he may well be reflecting that to lose power through a coup may befall any African leader once, but a second time smacks of carelessness.

But for all his faults Dr Obote was not careless. The task of presiding over Uganda's recovery from the Amin years was overwhelming, the tribal divisions deep-rooted, and the violence in the society endemic. These problems were compounded by an abiding resentment on the part of many Ugandans at Dr Obote's strategies in the 1960s during his first term in office, and the bitterness created during the general election of December 1980, when pre-election manoeuvring and rigging at the polls gave him a flawed mandate for a second term.

While Dr Obote pressed ahead with long overdue economic reforms, with the backing of the International Monetary Fund (IMF) and World Bank, he did nothing to assuage the tribal divisions his

victory exacerbated. He drew increasingly for support from his own northern Langi people, and alienated the Acholi tribe, also from the north, who together with the Langi dominated the army.

He became steadily more authoritarian towards dissent and finally lost control of his poorly trained army which was facing a challenge from a guerrilla movement, the National Resistance Army (NRA).

One of the most serious problems facing Uganda today is that Dr Obote leaves no obvious successor with the skill and experience to guide the country. Uganda has yet to recover from the brutality and economic neglect suffered under General Idi Amin and from the war that led to General Amin's downfall in April 1979. General Amin deposed Dr Obote in 1971.

Although ex-president Godfrey Binaisa, in office during 1980, may be expected to return, along with the NRA leader, Mr Yoweri Museveni, to meet the organisers of the weekend coup,

neither they nor other political figures of the day proved capable of putting post-Amin Uganda on the path to recovery.

The euphoria and sense of national reconciliation that marked Amin's departure was dissipated first by the late President Yusuf Lule, then by his successor Mr Godfrey Binaisa, and finally by the military council that ran Uganda until the 1980 elections.

Donors, at first willing to help in the recovery, grew sceptical as successive administrations failed to tackle pressing economic issues such as a grossly overvalued currency and an agricultural pricing policy which left peasant producers turning from coffee, tea and other exports to food crops.

It was against this background that the re-emergence of Dr Obote, who had spent his nine year exile in neighbouring Tanzania, was welcomed, if not by the majority of Ugandans, certainly by most western and commonwealth governments.

Only Dr Obote, it seemed, with his past experience could

preside over recovery. He also appeared a changed man, urging on Ugandans a mixed economy rather than the socialist blueprint which marked the later years of his first period in office. He was also apparently committed to a multi-party demo-

cracy instead of the de facto one-party state he left behind. These considerations may well have influenced the assessment of the Commonwealth observer group which, despite strong scepticism from journalists and diplomats in Kampala, endorsed the 1980 elections as a valid exercise in democracy. Yet both the run-up to the elections and counting itself were

marked by serious irregularities. "We came into a nest of vipers," complained one Commonwealth official whose views, however, did not affect the final verdict.

For the Buganda, the

pala itself. UPC officials hoped that an economic recovery which delivered essential goods, revived a run-down industrial sector and rewarded farmers with realistic prices would in time buy off resentment.

The first steps seemed encouraging. Within weeks the Obote administration had drawn up a realistic recovery programme. By mid-1981 an IMF agreement had been reached, the Uganda shilling had been floated, most price controls removed, and crop prices dramatically increased.

After a decade of decline the Ugandan economy began to recover — but too slowly to ease abiding grievances. In what became known as the Luwero triangle outside Kampala, guerrilla groups launched hit and run attacks, taking sanctuary in the dense and hilly bush, and enjoying the sympathy of the Buganda people. Obote began his second term of office facing abiding hostility from the Buganda heartland in the south and around Kam-

gala itself. gathered strength the army mounted a brutal and ineffectual response. Villages in the Luwero triangle suspected of harbouring guerrillas were ransacked and scores of thousands of villagers either died at the hands of the army or of exposure and disease after fleeing into the countryside. Some estimates put the death toll at more than 100,000.

A turning point in both the war and in the affairs of the army came in December 1983, when the army chief-of-staff, Lt Col David Oyite Ojok, was killed in a helicopter crash.

Ojok was not only an able army officer. As a Lango from the north, the same tribe as Dr Obote, he was the President's key man in the Langi-Acholi army.

The death of a man respected by both sides was followed by bitter jostling for power which fatally undermined Dr Obote's authority. Lt Col Ojok's successor, Lt Col Smith Opon-Akai, another Lango — was not appointed until last August. In the intervening nine

months the discipline and morale of the army deteriorated further, and NRA guerrillas extended their activities to the west of the country, earlier this month capturing the town of Fort Portal.

The tentative economic recovery was running out of steam. Resources required to revive the industrial sector had been underestimated, and what was available was often inadequately utilised.

An inflationary budget in mid-1984 which boosted civil servants' salaries may have been designed to pave the way to the general election that had been scheduled for later this year, but was regarded by donors as a serious setback to the recovery programme.

Prospects now could hardly be bleaker. From a divided army a guerrilla group which has no worked-out alternative, and a demoralised population the new regime has to forge a new alliance. The task will be every bit as demanding as that which confronted President Obote and his predecessors.

Peru inaugurates President Garcia

BY DOREEN GILLESPIE IN LIMA

PERU'S ARMED forces ringed off the centre of Lima yesterday in unprecedented security measures to protect Sr Alan Garcia, the new president, and visiting heads of State attending his inauguration ceremonies.

The measures followed an increase in activity by Peru's Shining Path guerrillas who blew up two cars packed with dynamite on the two days preceding the inauguration. The

cars were exploded outside the Ministry of the Interior and the offices of the joint staff of the armed forces.

The inaugural ceremonies are being attended by the presidents of six Latin American countries: Colombia, Argentina, Bolivia, Uruguay, Panama and the Dominican Republic, as well as delegations from 42 countries and 21 international organisations.

Sr Garcia, leader of Peru's centre left Apra party, was elected with 46 per cent of the vote in April. He is the first freely elected president to take office from another freely elected president, Sr Fernando Belaunde, in 40 years.

Sr Garcia, a lawyer and politician, was the party's secretary general before he was elected presidential candidate. He won the election in an

aggressive campaign aimed at attracting independent voters as well as party faithfuls.

The inaugural ceremonies started with a Te Deum at Lima's cathedral followed by official recognition by the armed forces of the new head of state. Sr Garcia was to outline his Government's policy in a 90-minute message to the nation on receiving the presidential band in Congress.

Israel to consider death penalty

By David Lennon in Tel Aviv

THE ISRAELI Cabinet is due to consider introducing the death penalty for terrorist murders after the killing last week of two Israeli teachers by three Palestinians on the occupied West Bank.

Other measures to be considered are deportation or administrative detention for terrorists and those suspected of incitement, more actively by the security services and intensified army patrols and road blocks.

The murders were the latest of a number of similar killings in the past two years.

Hysterical mob scenes in Afula and Hadera, in central Israel, marked the funerals of the two victims, whose bodies were discovered on Friday in a cave near the town. Screaming crowds howled down Mr Haim Bar-Lev, the Police Minister, when he tried to speak at the gravesides.

Many mourners called for the death penalty for Arab terrorists, which the Police Minister opposes, because he doubts its effectiveness as a deterrent and because guerrilla groups could retaliate by killing Israeli prisoners.

Supporters of the death penalty, such as the Vice-Premier, Foreign Minister, Mr Yitzhak Shamir, argue that it would deter terrorists who know those jailed stand a good chance of being released in a prisoner exchange. An army spokesman said the three arrested Palestinians had confessed to the murders.

Sr Soares' bid to succeed Gen. Antonio Ramalho Eanes and become the first civilian President since the 1974 revolution restored democracy has long been expected.

However, the Prime Minister did not formally commit himself until a Socialist national convention on Saturday when

Decision expected on European fighter project

BY MICHAEL DONNE, AEROSPACE CORRESPONDENT

A DECISION on whether to proceed with the proposed European fighter aircraft project is believed to be close, a three- or four-nation venture the most likely solution.

Unless there is a dramatic change of mind by the French over the next two to three days — which no one in the UK aerospace industry believes likely — the five-nation venture is likely to be abandoned, and the emphasis put on trying to achieve a four-nation programme without the French, or even a three-nation programme with Spain.

A series of private meetings over the past two weeks between officials of the five countries involved — Britain, France, West Germany, Italy and Spain — appears to have convinced most of those closest to the

project that there is little chance of achieving the five-nation programme.

At the ministerial meeting earlier this summer, the aerospace industries of the five countries were instructed to try again to reconcile the differences about the size and performance of the proposed aircraft, although such an agreement had not been reached during the previous two years.

The French aerospace industry, supported by its government, insists that it wants a smaller and lighter aircraft than the other countries, and that it wants leadership of the programme and the biggest individual share of the work.

In recent weeks, attempts by the aerospace industries to change this situation have met virtually no success.

Soviet industrial growth up in quarter

By Our Moscow Correspondent

SOVIET industrial performance picked up in the second quarter of this year after a slack first three months but many key sectors, particularly oil, still failed to reach targets.

It would clearly be hasty to attribute a second-quarter industrial growth rate of 4.2 per cent, against 2 per cent in the first quarter, to Communist Party chief Mikhail Gorbachev's drive to revitalise the vast Soviet economy.

Mr Gorbachev, who has laid great stress on new technology and the "human factor", will be disappointed, for instance, to see that output from the robot and automated tools industry dropped in the first six months of 1985 compared with last year.

He can take note of a 3.7 per cent second quarter jump in labour productivity. A report with the six-monthly figures attributed almost all of the boost in output to harder work rather than greater investment. There was no figure for capital investment.

As first-quarter results were worse than expected because of an extra-severe winter, the second-quarter "recovery" should be seen as a natural return to a more normal level.

Nonetheless, while gas and electricity output went up, the oil industry continued to lag well behind, producing 25m tonnes in January-June 1985 against 30m tonnes last year.

Brazil bankers seek W. Europe support

BY ANN CHARTERS IN SAO PAULO

A MISSION from Brazil's central bank headed by its president, Sr Antonio Carlos Lemgruber, is to meet European central and commercial bankers this week to explain Brazil's economic progress and the proposed austerity programme under negotiation with the International Monetary Fund.

Travelling to Spain, Switzerland, Germany, France and Britain, the mission intends to try to shore up confidence

among West European creditor banks regarding Brazil's economic policy.

The outcome of the meetings will be particularly important to Brazil since the country has yet to reach agreement with the IMF on the programme which includes measures to reduce its public sector deficit and inflation targets for the remainder of this year and for 1986.

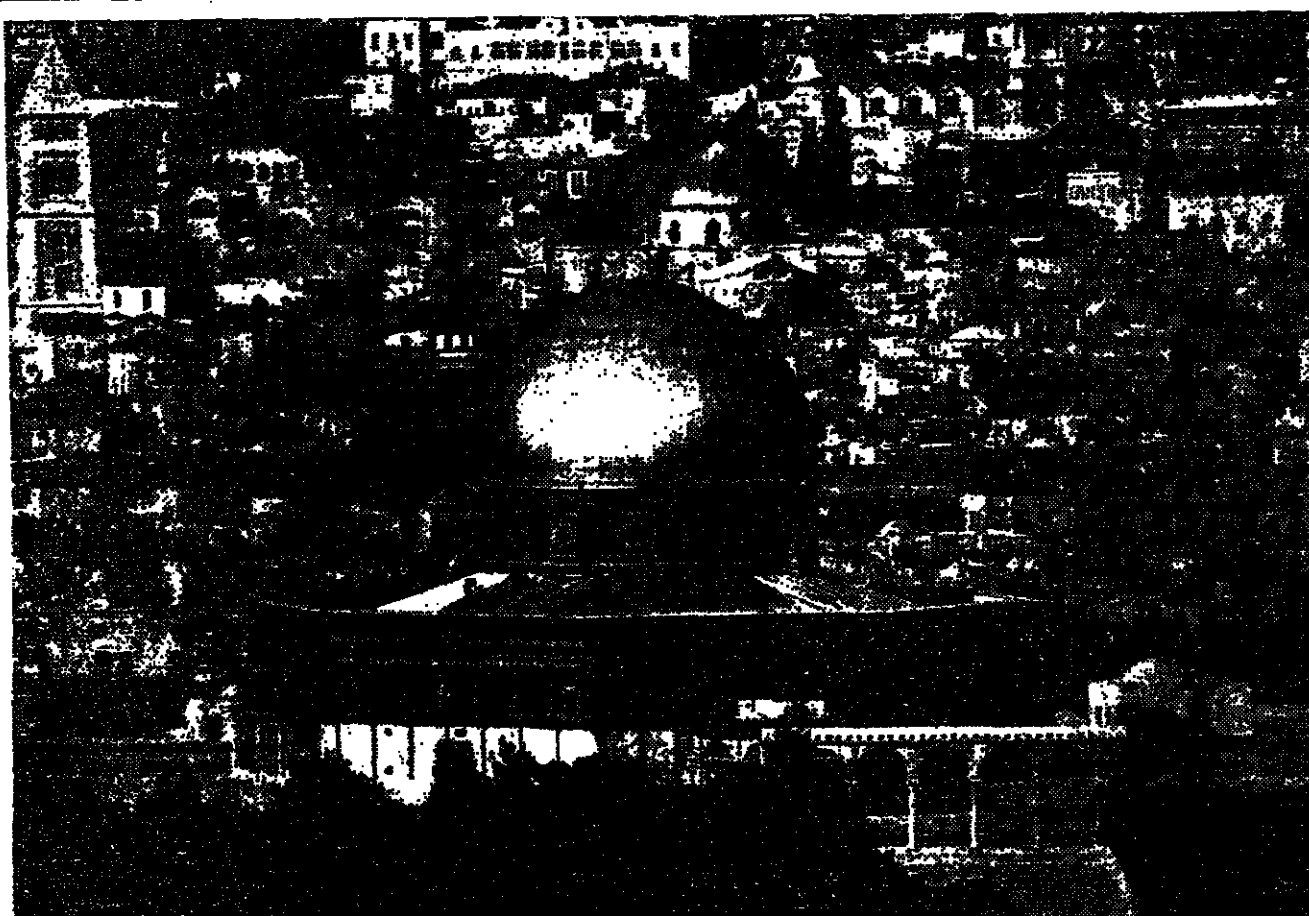
Contingent on an agreement

with the IMF is the continuation of negotiations on the rescheduling of Brazil's external debts.

A temporary extension of short-term commercial credit and inter-bank lines of \$18bn (\$11.3bn) expires on August 31, putting pressure on the country to reach agreement quickly with the IMF or find itself in a position of asking creditor banks for yet another extension, the third this year.

Reaching agreement last spring with the country's estimated 700 creditor banks to grant Brazil its current extension proved arduous and difficult.

Brazilian officials this week also hope to lay the groundwork for swifter approval of another extension of the "phase two" debt renegotiation terms, particularly from the smaller credit banks, should such a request have to be made.

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Hassan summit plan surprises Arab states

By Tony Walker in Cairo

King Hassan of Morocco's announcement that an Arab League summit is to be held in Rabat on August 7 has been greeted with surprise in Arab capitals. It is not clear whether militant States such as Syria, Algeria and South Yemen will be prepared to attend.

King Hassan has been at the forefront of moves in the past year to hold a summit to consider issues dividing the Arab world such as the Palestinian question, and his surprise announcement of the meeting may have been designed to put pressure on the militants, who have been manoeuvring against a summit at which they would be clearly outnumbered.

Iraq and Jordan have endorsed King Hassan's call while in Baghdad, the official newspaper, Al Jumhuriya, described his announcement as "a brave decision."

Peking replaces Shanghai mayor

By Robert Thomson in Peking

A SOVIET trained engineer has been appointed mayor of Shanghai, replacing Wang Baohu, who left the post last week after consistent central government criticism of Shanghai's sluggish response to China's modernisation drive.

Wang indicated that he was himself open to the change. China's reform policies need "younger officials." His replacement is Jiang Zemin, 58, a member of the Communist Party Central Committee and a former deputy secretary of the Shanghai Party Committee.

Shanghai, still the country's most important industrial centre, has been criticised for the "outmoded views" held by the city's administrators.

Gonzalez criticised over private sailing cruise

BY DAVID WHITE IN MADRID

SR FELIPE GONZALEZ, the Spanish Prime Minister, has laid himself open to the censure of both left and right by taking a private cruise in a motor yacht closely associated with the memory of the late dictator Francisco Franco.

His decision to use the Azor, a 36-year-old vessel belonging to the Spanish navy, for a surprise three-day trip along the coast of Portugal has perplexed

4,000 delegates approved his candidacy by acclamation after its earlier ratification by the parliament in October.

Sr Soares said he would not formally announce his candidacy while he remains head of a caretaker government that will remain in office until after a general election on October 6. Left-wing Roman Catholic, Sr Maria de Lourdes Pintasilgo, an interim Premier for 100 days in 1979, also announced her candidacy this weekend. The third main candidate for President is Sr Diogo Freitas do Amaral, the former Christian Democrat leader.

Socialist Party associates and elected opponents.

The cruise aboard the Azor, which General Franco used for fishing expeditions, displays an apparent and uncharacteristic political clumsiness on Sr Gonzalez's part. The Communist Party said it was "a message directed to traditional sectors of the country" and showed "total disregard for left-wing opinion."

IBM awarded U.S. air traffic control contract

By Paul Taylor in New York

INTERNATIONAL BUSINESS Machines (IBM), the world's largest computer maker, has won a contract from the U.S. Transport Department for mainframe computers to update the Federal Aviation Administration's 20 air traffic control centres.

IBM won the contract, valued at \$136.5m (\$140m), with up to \$235.1m in future add-on options, after a 21-month design competition against Sperry, another U.S. mainframe computer maker.

The computers, which replace an earlier IBM system in operation since the early 1970s, will be delivered next summer. Mrs Elizabeth Dole, the U.S. Transportation Secretary, said the equipment will give air traffic controllers extra capacity to handle growing air traffic safely and with greater efficiency.

The replacement system was ordered after the FAA was criticised for not doing enough to reduce air congestion and flight delays.

These people are asking —

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WORLD TRADE NEWS

Delay 'unlikely' for Kraftwerk Union's China N-plant work

BY JOHN DAVIES IN FRANKFURT

KRAFTWERK UNION (KWU), the West German power station builder, believes it is unlikely that the Chinese will delay the Suman and Shenzhen nuclear power plant projects by inviting U.S. companies to submit tenders.

But it believes that U.S. companies are likely to compete for future nuclear power plant contracts in China.

A major obstacle for U.S. companies was removed recently when the Washington administration re-affirmed its approval of the long-stalled U.S.-Chinese nuclear co-operation agreement. The path is not yet completely clear, however, as the past might face opposition in the U.S. Congress.

KWU said that China could theoretically invite U.S. companies to tender for the two nuclear power plant blocks planned at Suman, in Jiangsu province, 130km from Shanghai, and for the two others proposed at Shenzhen, in Guang-

dong province, in a joint venture with Hong Kong.

But these projects are already in an advanced stage, with experts plunging through hundreds of kilograms of documents submitted by KWU and Framatome of France. On the Chinese suggestion, both KWU and Framatome have put in detailed proposals for all four blocks.

If tenders for these projects were re-opened, this could mean a delay of six to 12 months, according to West German nuclear experts.

KWU believes that the arrival of U.S. companies on the Chinese nuclear scene would increase the "quantity" of competition for the string of nuclear reactors China is planning to build.

But KWU claims to be less concerned about the "quality" of competition, particularly as the Chinese expect complex packages, including turnkey contracts, technology transfers and detailed financing.

Decision near on oil pipeline in Turkey

IRAQ AND TURKEY have completed

studies of a 500,000 barrel per day (b/d) oil export pipeline through Turkey, according to an Iraqi ministry official.

A Turkish delegation is expected to arrive in Baghdad today to discuss the bids.

The new pipeline will run parallel to Iraq's 1m b/d pipeline to the Yumurtalik terminal on the Turkish Mediterranean coast.

The Yumurtalik pipeline has been the only outlet for Iraqi oil exports since early 1982 when Damascus closed an Iraqi pipeline to the Mediterranean across Syrian territory. Iraq's oil terminals in the northern Gulf were closed at the outbreak of the war with Iran in 1980.

Mr Taha Yassin Ramadan, Iraq's first deputy prime minister, said in June that his government had abandoned hope of reopening the oil pipeline through Syria.

"Iraq has decided to transfer the course of its oil exports through safe outlets, away from the effects of the Gulf war," Mr Ramadan said.

The Iraqi oil minister, Mr Qasam Ahmed Taqi, said that Iraq planned to double its export capacity by the end of this year to 2m b/d on completion of another 500,000 b/d pipeline for oil exports through Saudi Arabia.

Iraq's oil production quota set by Opec is 1.2m b/d.

Mr Taqi said discussion of Iraq's request for a higher production quota at last week's Opec meeting in Geneva was postponed until Opec's next special meeting in October.

Reuter

Iranian plan to expand Gulf ports

IRAN WILL spend 24m rials

(\$240m) this year expanding eight ports in the Gulf, according to Iran's national news agency IRNA.

The programme involves the main ports of Bandar Khomeini in the northern Gulf, and Bandar Abbas, on the Strait of Hormuz, and six smaller ones.

Bandar Khomeini is east of Abadan and Khorramshahr, which IRNA said used to handle the bulk of Iran's foreign trade until the war with Iraq halted their port activities in 1980. Both cities are near the southern Gulf war front.

An Iranian delegation will leave for the Soviet Union next week for talks on two power stations partially completed by Russian technicians.

Reuter

Anthony Moreton examines the success of a campaign to increase sales in the U.S.

How Australian woollens won the West

TWO YEARS ago the Australian

Wool Corporation, in an effort to boost demand for wool, decided to gamble on a massive promotional campaign in the U.S. to sell more suits, pullovers, socks and other woollen clothes.

The gamble became an overnight success. Helped by a recovery in the U.S. economy and a strong dollar, sales soared so strongly that the campaign's five-year target was reached within two years and forecasts were subsequently revised upwards.

The success is all the more pleasing for the AWC because it was touch-and-go whether it would go ahead.

AWC's partners in the International Wool Secretariat—the marketing arm of the world's major wool growers, which has carried out the campaign—were unenthusiastic. Neither South Africa, New Zealand nor Uruguay had the resources available.

Australia, therefore, decided to go it alone and put up an index-linked \$8.5m (£6.07m) a year for the five years. South Africa subsequently made a small contribution but the other two held back.

British woollen exports earned

\$57m in May bringing the total for the first five months of the year to \$277m, a rise of 22 per cent over the same period of 1983. Fears that the strength of sterling could slow the growth towards the end of the year have been expressed by the National Wool Textile Export Corporation which believes the pound

is over-valued against the dollar, the German mark and the Japanese yen. The U.S. continues to be the most important single market but Japan is closing the gap. On an exports-per-head basis, though, Canada easily leads the field. Its 18m people take almost half as much as the 200m Americans.

A surge of activity in 1976-77 was followed by a further five static years. By 1982 wool accounted for under 3 per cent of the country's total fibre use and all the major U.S. garment manufacturers had stopped using it. Wool demand was 113m kg per annum and the campaign set a target of 149m kg by 1988.

The stronger economy immediately sucked in more imports, particularly high-class knitwear from Italy, Britain and West Germany and clothes from low-cost Far Eastern suppliers. Within a year annual demand had risen to 134.9m kg, a figure not targeted for until the second half of the campaign.

Last year, the target was

topped, with a final total of

151m kg sold. A delighted Mr Paul Marois, director of the IWS in the U.S., has had to revise his targets upwards to realistic levels.

The campaign's two main aims were to push wool into parts of the country, especially the warmer West, where sales had previously been weak and make buyers aware that woollen clothes could be worn in the spring.

"We have been so successful we have created a new image for wool," Mr Marois says. "This has helped us sell it in a geographically larger part of the country."

Wool promotion had never previously been undertaken on a national basis, according to Mr Marois. "We concentrated heavily on the eastern cities and Dallas, Atlanta and Los Angeles, about 15 altogether."

With the extra finance at our disposal we have expanded our role to 30 cities, virtually all the major ones in the country.

This has taken us right into the sun-belt cities we have wanted to enter for some time. We were right to want to do so. The response in Phoenix,

Houston, New Orleans and the

California cities has been great. Wool has become national."

The other problem was to take wool into spring.

Wool clothes have always been associated in the U.S. with autumn and winter wear. With the aid of the "cool wool" promotion already being used in Europe, the IWS promoted lightweight woollen clothes.

One consequence, according to Dr John McPhee, London-based managing director of IWS, has been for wool to grow in the U.S. at a faster pace than other fibres. "Net domestic consumption grew by an estimated 12 per cent last year, much faster than the fibre market as a whole, which increased by only 3 per cent."

Another consequence has been to draw some of the major clothes producers back into using wool. Both J. P. Stevens and Burlington Industries have spent heavily on putting in machinery capable of handling pure wool and wool blends garments. It has been estimated that over \$400m has been spent in the past three years on wool machinery.

SHIPPING REPORT

Cut in oil prices fails to boost depressed trading

BY ANDREW FISHER, SHIPPING CORRESPONDENT

IT WAS another week of falling rates and slack business in world shipping markets. The slight cut in some Organisation of Petroleum Exporting Countries (Opec) oil prices was not expected to boost trading, while the dry cargo scene remained sombre.

Several VLCCs and ULCCs (very large and ultra large crude carriers) were chartered privately, at rates not disclosed on the open market. These included vessels for storage at Iran's Sirri island.

One 240,000 ton cargo was fixed from Kuwait to Taiwan at only Worldscale 19.5. Elsewhere, said shipbroker Galbraith's, the market has been

very humdrum, partly due to the holiday season. Dry cargo rates slipped yet further. One 51,000 ton grain cargo was fixed from the U.S. Gulf to continental Europe at \$5.85 (£4.18) a ton, with reports of only \$10.75 paid for grain to Denmark Coates, shipbroker.

The Indian Government chartered a cargo of fertiliser from the U.S. Gulf at \$23.75 a ton against a recent level of \$25 and as much as \$33.50 in April.

Some tonnage has been absorbed by congestion in China, India, and the River Plate in South America, "but good news remains in very short supply."

World Economic Indicators

RETAIL PRICES

(1980=100)

	June 85	May 85	Apr 85	June 84	% change over previous year
W. Germany	121.3	121.2	121.1	118.6	2.3
France	158.3	157.7	156.9	148.8	6.4
Italy	190.3	189.4	188.0	174.0	9.4
Netherlands	122.4	122.5	122.4	118.4	2.5
Belgium	140.5	140.5	140.2	133.7	5.1
UK	142.7	142.4	141.8	132.4	7.0
U.S.	130.6	130.1	129.8	125.9	3.7
Japan	114.3	114.5	114.0	111.8	2.2

Source: Eurostat

INTECHNIQUE

FILIALISATION PAR INTERTECHNIQUE DE SON ACTIVITE INFORMATIQUE

Le conseil d'administration d'INTERTECHNIQUE, le 20 juin 1985, et celui d'IN-INFORMATIQUE, le 17 juillet 1985, ont approuvé le traité d'apport à IN-INFORMATIQUE de l'activité Informatique d'INTERTECHNIQUE.

Des assemblées générales extraordinaires d'INTERTECHNIQUE et d'IN-INFORMATIQUE convoquées pour le 30 août 1985, se prononceront sur cet apport qui deviendra effectif à cette date, avec effet social au 1^{er} janvier 1986.

Le montant de l'apport net s'élève à 148,6 millions : 480,5 millions d'actifs apportés contre 331,9 de passifs pris en charge.

En rémunération de son apport, INTERTECHNIQUE recevra 1.453.140 actions d'IN-INFORMATIQUE d'une valeur nominale de 100 F chacune. Le capital social d'IN-INFORMATIQUE avant l'apport était représenté par 2.500 actions de 100 F de nominal ; après l'apport, il est représenté par 1.455.640 actions, dont la quasi totalité est propriété d'INTERTECHNIQUE.

Le but de cette filialisation est, tout en maintenant la cohésion du groupe INTERTECHNIQUE, d'assurer à l'activité Informatique un mode de gestion adapté et différent de celui du secteur aéronautique. De plus, la filialisation permet un mode de financement spécifique à l'activité Informatique qui connaît une forte croissance. Dans ce but et dans un souci de sécurité à long terme, le conseil d'administration a retenu la solution qui lui était offerte d'un apport de financement global garanti, de l'ordre de 30% du capital d'IN-Informatique, assurant pour de nombreuses années le financement de l'accroissement de son activité.

Aussi, le conseil d'administration d'IN-INFORMATIQUE propose-t-il à une assemblée générale extraordinaire, convoquée le 30 août 1985, une augmentation de capital réservée à trois groupes d'investisseurs conduits respectivement par : J.-C. MELENDES, Agent de change à Paris, pour un montant de 150,0 millions de francs, avec notamment Ivory and Sims (Edimbourg), G. T. Management Ltd (Londres), Lombard Odier Int. Management (Londres), Morgan Grenfell (Londres), S.G. Warburg and Co Ltd (Londres) ; par la BANEXI, pour un montant de 19,2 millions de francs ; par la Compagnie Financière BARCLAYS, pour un montant de 9,6 millions de francs. Il est précisé qu'aucun des actionnaires représentés au conseil d'administration d'INTERTECHNIQUE ne participera directement ou indirectement à cette augmentation de capital réservée.

La solution est en substance la suivante :
- Les groupes d'investisseurs garantissent à IN-INFORMATIQUE un apport de fonds propres de 178,8 millions à verser en septembre 1985, en contre-partie d'une participation de 29,8 % du capital après augmentation de capital ; ceci revient à attribuer à IN-INFORMATIQUE, après augmentation de capital, une valeur de 600 millions, représentant vingt fois le bénéfice net courant de l'activité d'IN-INFORMATIQUE de 1984.

- IN-INFORMATIQUE s'engage à introduire ses actions au second marché de la Bourse de Paris dans la première quinzaine de décembre 1985. Les nouveaux souscripteurs s'engagent à proposer au marché 210.000 à 300.000 des actions leur appartenant, soit de 10 à 15 % du capital d'IN-INFORMATIQUE, le solde de leurs actions ne pouvant être vendu avant juin 1986. INTERTECHNIQUE pour sa part garde la totalité des actions reçues en rémunération de son apport.

Pratiquement, l'opération se traduira par une augmentation de capital réservée de 618.550 actions, jouissance 1^{er} janvier 1986 ; le prix unitaire de souscription sera de 289,30 F, 100 F de nominal et 189,30 F de prime, correspondant à l'estimation globale de 600 millions.

Après cette augmentation, les fonds propres d'IN-INFORMATIQUE s'élèveront à 326,4 millions de francs ; la répartition du capital sera la suivante :

- INTERTECHNIQUE	1.455.640 actions	70,18 %
- Nouveaux actionnaires :		
• français	222.950	10,75 %
• étrangers	395.600	19,07 %
	2.074.190	100,00 %

Une note d'information sera à la disposition des actionnaires à compter du 1^{er} août 1985 ; à la direction administrative d'INTERTECHNIQUE - B.P. 1 - 78374 PLAISIR CEDEX - Tél. (3) 055.82.00 - TELEX : 696 242 F.

EEC move on VCRs under fire

BY CARLA RAPOPORT IN TOKYO

THE ELECTRONICS Industry

Association (EIA) of Japan has sharply criticised a decision by the EEC to raise the tariff on imports of video cassette recorders.

The EIA said the EEC move, which will increase tariffs to 14 per cent next year from 8 per cent was "not correct and only strengthens protectionism."

The trade association said it would appeal for withdrawal of the decision.

Matsushita, Japan's largest VCR manufacturer, regretted the decision but acknowledged

that there was not much to be done about it.

Its immediate strategy would be to accelerate production at its joint venture plant in West Germany.

Future measures would be to decrease exports direct from Japan, or maintain production in hopes of a recovery in domestic VCR sales.

The EEC decision was taken on Thursday after tough debate in Brussels in which fears were expressed that such a move would heighten protectionist tendencies.

The move against the VCR imports was carried when the

majority of member States accepted a plan to cut tariffs on semiconductors to 12 per cent from 14 per cent. Tariff reductions also would be applied to desktop calculators, alarm watches and magnetic tapes.

Reuter reports from Seoul: South Korea may retaliate against the EEC decision to raise VCR tariffs.

Trade Ministry officials have said. The increase was a heavy blow and Seoul would try to persuade the Community against implementing it. Counter measures could include raising tariffs on imports from the EEC.

Rifkind optimistic on rise in trade with Soviet Union

BY OUR MOSCOW CORRESPONDENT

UK FOREIGN Office Minister,

Mr Malcolm Rifkind ended a week-long visit to Moscow yesterday convinced that the Soviet Union was committed to boosting bilateral trade by 40 per cent to 50 per cent.

He said there was still strong Soviet support for this increase, which would help redress Britain's trade deficit with the Soviet Union which reached some £800m in 1984.

"The potential for growth is quite considerable," he said. The Minister said he believed

Britain was likely to benefit from Soviet leader Mikhail Gorbachev's endorsement of a substantial increase in bilateral trade. It was Mr Gorbachev who set the target when in London last December.

Mr Rifkind said Mr Vladimir Lisov, Soviet Chemical Industry Minister was to hold talks in London this week, the latest in a series of high-level economic meetings which could yield orders for British companies.

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UK NEWS

TUC faces struggle on obedience to law

THE ANNUAL policy-making assembly of the Trades Union Congress (TUC) in September will see a struggle between right and left in the union's annual conference on the law and collective discipline, writes John Lloyd, Industrial Editor. Hanging over it will be the threat of split and the creation of an alternative union grouping.

The main division between unions will be over whether they should remain faithful to the principle of defiance of the Conservative Government's employment legislation, drawn up at a special conference in April 1982 at Wembley, North London.

Besides this debate, however, the TUC will be faced with motions harshly critical of the electronics union, EETPU, for concluding

single-union, no-strike deals. It will discuss, possibly even decide, the fate of the Amalgamated Union of Engineering Workers (AUEW), which is at present facing suspension or expulsion for taking state aid for ballots, forbidden under the "Wembley principles".

In addition, a motion from the National Union of Mineworkers (NUM) calls on a future Labour Government to reinstate all sacked miners, and to reimburse the NUM for all monies paid out to the courts during the 12-month strike which ended in March this year.

Senior union leaders said last night that such a motion, with its potential for embarrassing the Labour Party, could not be allowed to pass - and could be directly opposed by the TUC's general council,

or be the subject of radical amendment.

The right-wing unions which are now peeling away from the "Wembley principles" are thought likely to receive considerable support from 2m and 3m votes from the available total of nearly 10m. This would mark a clear defeat - but would then become a test of TUC discipline, since many of these unions presently say they will not obey the TUC lead in this case.

The Engineers and Managers' Association has attempted, in its resolution, to defer any possibility of expulsion for taking ballot money by proposing that Congress drops all disciplinary procedures because of the "overriding dangers of splitting the trade union movement".

The EETPU, and the Civil and Public Servants Association, have

also introduced motions calling for reviews of the Wembley principles, or of the labour movement's attitude to the employment legislation itself.

However, a motion from the Transport and General Workers' Union to reaffirm the Wembley principles, backed up by the general council which also underpins Wembley, is expected to carry the day.

The EETPU practice of signing single-union deals is challenged by the white collar union Apex, which has long been an ally of the electronics on the right. Apex proposes that Congress amend its rules on disputes to pre-empt any future moves by the EETPU, or other unions, to sign such deals without the consent of other unions.

The Fire Brigades Union, in a motion condemning the proposals outlined by Mr Tom King, the Employment Secretary, for consultation on a ban on strikes in essential services, also criticises the practice of signing no-strike deals - of the kind concluded by the EETPU.

Senior union leaders last night expressed concern that the Congress would be a divisive one, especially if the issue of the AUEW's suspension or expulsion for taking money for ballots comes before Congress for a decision.

Many believe that while the AUEW may pull back from the brink when faced with life outside the TUC, the EETPU, with a generally more radical right-wing leadership, is now inevitably on a collision course and will soon end up outside of the TUC.

MacGregor accuses minister of pit closures interference

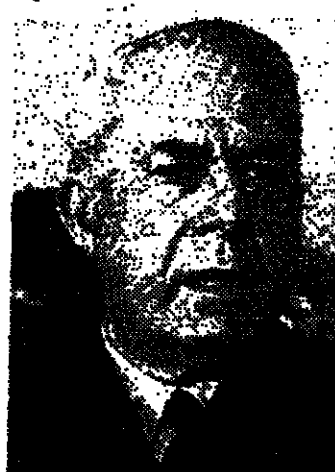
BY OUR INDUSTRIAL EDITOR

MR IAN MACGREGOR, the National Coal Board (NCB) chairman, seems likely to survive the publication of an interview in which he bitterly criticised Mr Peter Walker, the Energy Secretary - revealing the tensions and disagreements between the two men during and since the 12-month miners' strike.

Although he criticises Mr Walker for interference and Mrs Margaret Thatcher, Prime Minister, for undercutting him by "making a speech saying something different" to himself, it is thought unlikely that he will be asked to leave before the expiry of his contract next September because of the political damage which would result if he were sacked.

He is clearly frustrated and angered by the Government, most of all by two different events. First, he has been delayed in his pit closure programme by being forced to submit all pits to a revised colliery review procedure, the outlines of which were agreed between the NCB and the pit supervisors' union, NCBUS, last year.

In his interview, published in yesterday's Sunday Telegraph newspaper, Mr MacGregor criticises Mr



Mr Ian MacGregor: frustrated and angered

Walker for his private meetings with Mr Peter McKelvey, the NCB's general secretary, and makes clear that the agreement was forced upon him by Government.

Last week, the three mining unions met the NCB in a further attempt to thrash out an agreement -

and managed to come up with a compromise proposal on the composition of the review body which will pronounce on pit closures which is now being studied by Mr MacGregor.

A growing number of pits are waiting to be considered by the review procedure, and its operation will slow the closure rate considerably. At the same time, the NCB faces a delicate problem on how to move if the review body supports the unions' objections to closure. The agreement says that it must give "full weight" to the review body's findings.

In the second place, Mr MacGregor is still smarting from a dinner meeting with the Prime Minister in May when, in the presence of his senior directors, Mrs Thatcher made clear her dissatisfaction with the closure rate and with the NCB's treatment of working miners, who were suffering considerable intimidation.

Mr Arthur Scargill, the miners' union president, was last night recovering from minor injuries received when the car taking him to a rally in Nottinghamshire was involved in a road accident.

NOTICE OF REDEMPTION

To the Holders of

General Mills, Inc.

U.S. \$100,000,000 12% Notes, Series A, due December 19, 1991

NOTICE IS HEREBY GIVEN to the holders of the outstanding 12% Notes, Series A, due December 19, 1991 (the "Notes") of General Mills, Inc. (the "Company") that, pursuant to the provisions of Section 7(a) of the Series A Fiscal and Paying Agency Agreement dated as of December 19, 1984 between the Company and Morgan Guaranty Trust Company of New York (the "Paying Agency") and Paragraph 4(a) of the Terms and Conditions of the Notes, the Company has elected to redeem on August 29, 1985 U.S. \$32,500,000 principal amount of the Notes ("Redemption Amount") at a redemption price equal to 101% of the principal amount thereof, together with accrued interest to said date, in the amount of U.S. \$415.00 for each U.S. \$5.00 principal amount and U.S. \$630.00 for each U.S. \$10.00 principal amount as follows:

OUTSTANDING NOTES OF \$5,000 EACH BEARING THE FOLLOWING DISTINCTIVE NUMBERS:

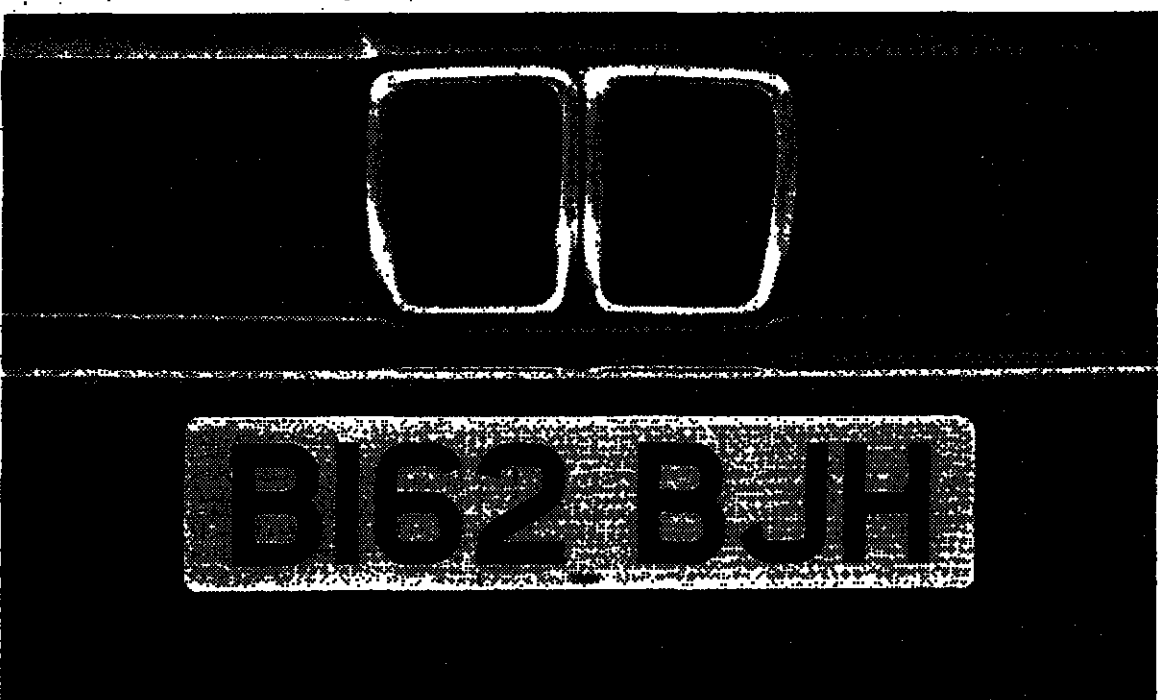
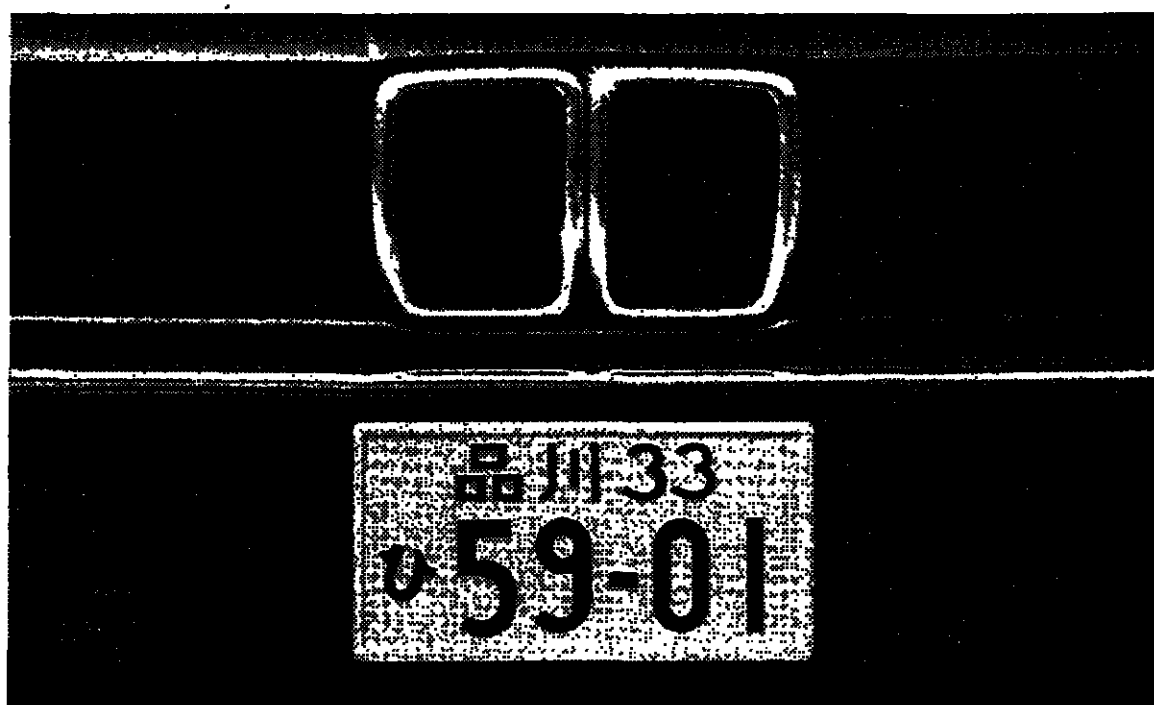
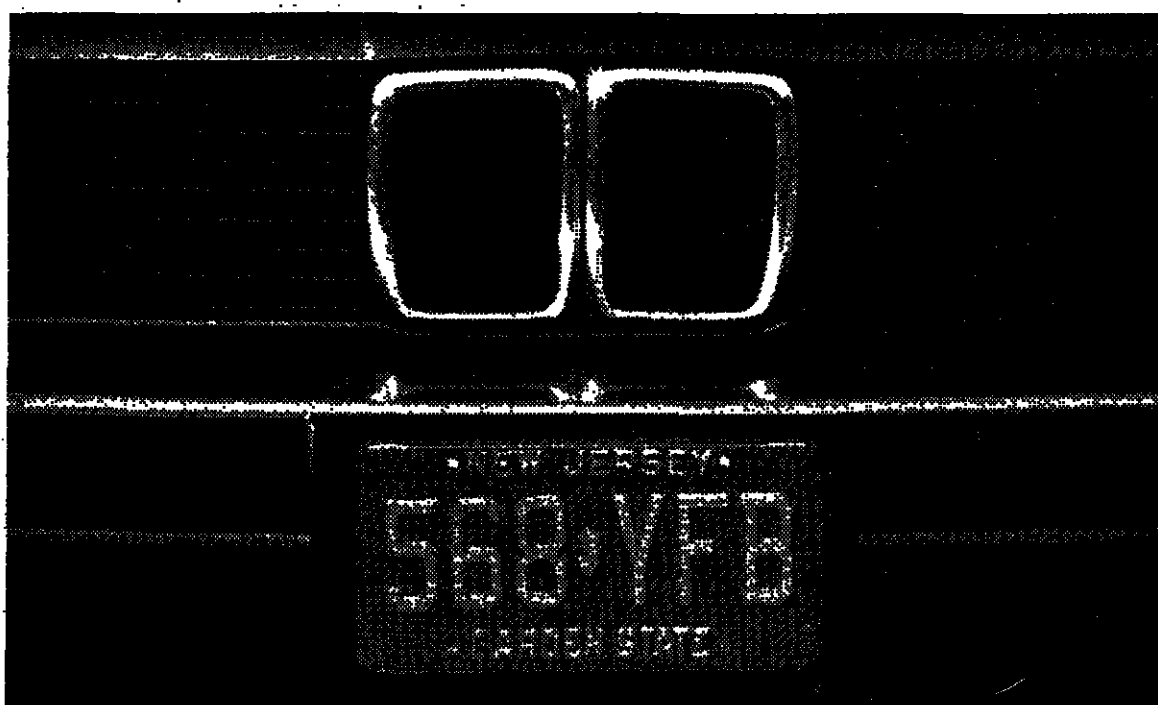
458	528	797	1067	1347	1646	1903	2153	2396	2627	2829	3189	3429	3703	3990	4185	4415	4682	4827	5193	5430	5728	5998	8254	8517	8748	7017	7283	7537	7833	8000
267	300	1085	1367	1658	1915	2165	2415	2646	2847	3190	3430	3704	3991	4186	4416	4683	4828	5194	5431	5729	5999	8255	8518	8749	7018	7284	7538	7834	8001	
532	804	1086	1368	1659	1916	2166	2416	2647	2848	3191	3431	3705	3992	4187	4417	4684	4829	5195	5432	5730	5999	8256	8519	8750	7019	7285	7539	7835	8002	
274	551	809	1087	1369	1917	2167	2417	2648	2849	3192	3432	3706	3993	4188	4418	4685	4830	5196	5433	5731	5999	8257	8520	8751	7020	7286	7540	7836	8003	
533	809	1088	1370	1660	1918	2168	2418	2649	2850	3193	3433	3707	3994	4189	4419	4686	4831	5197	5434	5732	5999	8258	8521	8752	7021	7287	7541	7837	8004	
534	810	1123	1371	1661	1919	2169	2419	2650	2851	3194	3434	3708	3995	4190	4420	4687	4832	5198	5435	5733	5999	8259	8522	8753	7022	7288	7542	7838	8005	
535	811	1124	1372	1662	1920	2170	2420	2651	2852	3195	3435	3709	3996	4191	4421	4688	4833	5199	5436	5734	5999	8260	8523	8754	7023	7289	7543	7839	8006	
536	812	1125	1373	1663	1921	2171	2421	2652	2853	3196	3436	3710	3997	4192	4422	4689	4834	5200	5437	5735	5999	8261	8524	8755	7024	7290	7544	7840	8007	
537	813	1126	1374	1664	1922	2172	2422	2653	2854	3197	3437	3711	3998	4193	4423	4690	4835	5201	5438	5736	5999	8262	8525	8756	7025	7291	7545	7841	8008	
538	814	1127	1375	1665	1923	2173	2423	2654	2855	3198	3438	3712	3999	4194	4424	4691	4836	5202	5439	5737	5999	8263	8526	8757	7026	7292	7546	7842	8009	
539	815	1128	1376	1666	1924	2174	2424	2655	2856	3199	3439	3713	4000	4195	4425	4692	4837	5203	5440	5738	5999	8264	8527	8758	7027	7293	7547	7843	8010	
540	816	1129	1377	1667	1925	2175	2425	2656	2857	3200	3440	3714	4001	4196	4426	4693	4838	5204	5441	5739	5999	8265	8528	8759	7028	7294	7548	7844	8011	
541	817	1130	1378	1668	1926	2176	2426	2657	2858	3201	3441	3715	4002	4197	4427	4694	4839	5205	5442	5740	5999	8266	8529	8760	7029	7295	7549	7845	8012	
542	818	1131	1379	1669	1927	2177	2427	2658	2859	3202	3442	3716	4003	4198	4428	4695	4840	5206	5443	5741	5999	8267	8530	8761	7030	7296	7550	7846	8013	
543	819	1132	1380	1670	1928	2178	2428	2659	2860	3203	3443	3717	4004	4199	4429	4696	4841	5207	5444	5742	5999	8268	8531	8762	7031	7297	7551	7847	8014	
544	820	1133	1381	1671	1929	2179	2429	2660	2861	3204	3444	3718	4005	4200	4430	4697	4842	5208	5445	5743	5999	8269	8532	8763	7032	7298	7552	7848	8015	
545	821	1134	1382	1672	1930	2180	2430	2661	2862	3205	3445	3719	4006	4201	4431	4698	4843	5209	5446	5744	5999	8270	8533	8764	7033	7299	7553	7849	8016	
546	822	1135	1383	1673	1931	2181	2431	2662	2863	3206	3446	3720	4007	4202	4432	4699	4844	5210	5447	5745	5999	8271	8534	8765	7034	7300	7554	7850	8017	
547	823	1136	1384	1674	1932	2182	2432	2663	2864	3207	3447	3721	4008	4203	4433	4700	4845	5211	5448	5746	5999	8272	8535	8766	7035	7301	7555	7851	8018	
548	824	1137	1385	1675	1933	2183	2433	2664	2865	3208	3448	3722	4009	4204	4434	4701	4846	5212	5449	5747	5999	8273	8536	8767	7036	7302	7556	7852	8019	
549	825	1138	1386	1676	1934	2184	2434	2665	2866	3209	3449	3723	4010	4205	4435	4702	4847	5213	5450	5748	5999	8274	8537	8768	7037	7303	7557	7853	8020	
550	826	1139	1387	1677	1935	2185	2435	2666	2867	3210	3450	3724	4011	4206	4436	4703	4848	5214	5451	5749	5999	8275	8538	8769	7038	7304	7558	7854	8021	
551	827	1140	1388	1678	1936	2186	2436	2667	2868	3211	3451	3725	4012	4207	4437	4704	4849	5215	5452	5750	5999	8276	8539	8770	7039	7305	7559	7855	8022	
552	828	1141	1389	1679	1937	2187	2437	2668	2869	3212	3452	3726	4013	4208	4438	4705	4850	5216	5453	5751	5999	8277	8540	8771	7040	7306	7560	7856	8023	
553	829	1142	1390	1680	1938	2188	2438	2669	2870	3213	3453	3727	4014	4209	4439	4706	4851	5217	5454	5752	5999	8278	8541	8772	7041	7307	7561	7857	8024	
554	830	1143	1391	1681	1939	2189	2439	2670	2871	3214	3454	3728	4015	4210	4440	4707	4852	5218	5455	5753	5999	8279	8542	8773	7042	7308	7562	7858	8025	
555	831	1144	1392	1682	1940	2190	2440	2671	2872	3215	3455	3729	4016	4211	4441	4708	4853	5219	5456	5754	5999	8280	8543	8774	7043	7309	7563	7859	8026	
556	832	1145	1393	1683	1941	2191	2441	2672	2873	3216	3456	3730	4017	4212	4442	4709	4854	5220	5457	5755	5999	8281	8544	8775	7044	7310	7564	7860	8027	
557	833	1146	1394	1684	1942	2192	2442	2673	2874	3217	3457	3731	4018	4213	4443	4710	4855	5221	5458	5756	5999	8282	8545	8776	7045	7311	7565	7861	8028	
558	834	1147	1395	1685	1943	2193	2443	2674	2875	3218	3458	3732	4019	4214	4444	4711	4856	5222	5459	5757	5999	8283	8546	8777	7046	7312	7566	7862	8029	
559	835	1148	1396	1686	1944	2194	2444	2675	2876	3219	3459	3733	4020	4215	4445	4712	4857	5223	5460	5758	5999	8284	8547	8778	7047	7313	7567	7863	8030	
560	836	1149	1397	1687	1945	2195	2445	2676	2877	3220	3460	3734	4021	4216	4446	4713	4858	5224	5461	5759	5999	8285	8548	8779	7048	7314	7568	7864	8031	
561	837	1150	1398	1688	1946	2196	2446	2677	2878	3221	3461	3735	4022	4217	4447	4714	4859	5225	5462	5760	5999	8286	8549	8780	7049	7315	7569	7865	8032	
562	838	1151	1399	1689	1947	2197	2447	2678	2879	3222	3462	3736	4023	4218	4448	4715	4860	5226	5463	5761	5999	8287	8550	8781	7050	7316	7570	7866	8033	
563	839	1152	1400	1690	1948	2198	2448	2679	2880	3223	3463	3737	4024	4219	4449	4716	4861	5227	5464	5762	5999	8288	8551	8782	7051	7317	7571	7867	8034	
564	840	1153	1401	1691	1949	2199	2449	2680	2881	3224	3464	3738	4025	4220	4450	4717	4862	5228	5465	5763	5999	8289	8552	8783	7052	7318	7572	7868	8035	
565	841	1154	1402	1692	1950	2200	2450	2681	2882	3225	3465	3739	4026	4221	4451	4718	4863	5229	5466	5764	5999	8290	8553	8784	7053	7319	7573	7869	8036	
566	842	1155	1403	1693	1951	2201	2451	2682	2883	3226	3466	3740	4027	4222	4452	4719	4864	5230	5467	5765	5999	8291	8554	8785	7054	7320	7574	7870	8037	
567	843	1156	1404	1694	1952	2202	2452	2683	2884	3227	3467	3741	4028	4223	4453	4720	4865	5231	5468	5766	5999	8292	8555	8786	7055	7321	7575	7871	8038	
568	844	1157	1405	1695	1953	2203	2453	2684	2885	3228	3468	3742	4029	4224	4454	4721	4866	5232	5469	5767	5999	8293	8556	8787	7056	7322	7576	7872	8039	
569	845	1158	1406	1696	1954	2204	2454	2685	2886	3229	3469	3743	4030	4225	4455	4722	4867	5233	5470	5768	5999	8294	8557	8788	7057	7323	7577	7873	8040	
570	846	1159	1407	1697	1955	2205	2455	2686	2887	3230	3470	3744	4031	4226	4456	4723	4868	5234	5471	5769	5999	8295	8558	8789	7058	7324	7578	7874	8041	
571	847	1160	1408	1698	1956	2206	2456	2687	2888	3231	3471	3745	4032	4227	4457	4724	4869	5235	5472	5770	5999	8296	8559	8790	7059	7325	7579	7875	8042	
572	848	1161	1409	1699	1957	2207	2457	2688	2889	3232	3472	3746	4033	4228	4458	4725	4870	5236	5473	5771	5999	8297	8560	8791	7060	7326	7580	7876	8043	
573	849	1162	1410	1700	1958	2208	2458	2689	2890	3233	3473	3747	4034	4229	4459	4726	4871	5237	5474	5772	5999	8298	8561	8792	7061	7327	7581	7877	8044	
574	850	1163	1411	1701	1959	2209	2459	2690	2891	3234	3474	3748	4035	4230																

OUTSTANDING NOTES OF \$10,000 EACH BEARING THE FOLLOWING DISTINCTIVE NUMBERS:

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100	101	102	103	104	105	106	107	108	109	110	111	112	113	114	115	116	117	118	119	120	121	122	123	124	125	126	127	128	129	130	131	132	133	134	135	136	137	138	139	140	141	142	143	144	145	146	147	148	149	150	151	152	153	154	155	156	157	158	159	160	161	162	163	164	165	166	167	168	169	170	171	172	173	174	175	176	177	178	179	180	181	182	183	184	185	186	187	188	189	190	191	192	193	194	195	196	197	198	199	200	201	202	203	204	205	206	207	208	209	210	211	212	213	214	215	216	217	218	219	220	221	222	223	224	225	226	227	228	229	230	231	232	233	234	235	236	237	238	239	240	241	242	243	244	245	246	247	248	249	250	251	252	253	254	255	256	257	258	259	260	261	262	263	264	265	266	267	268	269	270	271	272	273	274	275	276	277	278	279	280	281	282	283	284	285	286	287	288	289	290	291	292	293	294	295	296	297	298	299	300	301	302	303	304	305	306	307	308	309	310	311	312	313	314	315	316	317	318	319	320	321	322	323	324	325	326	327	328	329	330	331	332	333	334	335	336	337	338	339	340	341	342	343	344	345	346	347	348	349	350	351	352	353	354	355	356	357	358	359	360	361	362	363	364	365	366	367	368	369	370	371	372	373	374	375	376	377	378	379	380	381	382	383	384	385	386	387	388	389	390	391	392	393	394	395	396	397	398	399	400	401	402	403	404	405	406	407	408	409	410	411	412	413	414	415	416	417	418	419	420	421	422	423	424	425	426	427	428	429	430	431	432	433	434	435	436	437	438	439	440	441	442	443	444	445	446	447	448	449	450	451	452	453	454	455	456	457	458	459	460	461	462	463	464	465	466	467	468	469	470	471	472	473	474	475	476	477	478	479	480	481	482	483	484	485	486	487	488	489	490	491	492	493	494	495	496	497	498	499	500	501	502	503	504	505	506	507	508	509	510	511	512	513	514	515	516	517	518	519	520	521	522	523	524	525	526	527	528	529	530	531	532	533	534	535	536	537	538	539	540	541	542	543	544	545	546	547	548	549	550	551	552	553	554	555	556	557	558	559	560	561	562	563	564	565	566	567	568	569	570	571	572	573	574	575	576	577	578	579	580	581	582	583	584	585	586	587	588	589	590	591	592	593	594	595	596	597	598	599	600	601	602	603	604	605	606	607	608	609	610	611	612	613	614	615	616	617	618	619	620	621	622	623	624	625	626	627	628	629	630	631	632	633	634	635	636	637	638	639	640	641	642	643	644	645	646	647	648	649	650	651	652	653	654	655	656	657	658	659	660	661	662	663	664	665	666	667	668	669	670	671	672	673	674	675	676	677	678	679	680	681	682	683	684	685	686	687	688	689	690	691	692	693	694	695	696	697	698	699	700	701	702	703	704	705	706	707	708	709	710	711	712	713	714	715	716	717	718	719	720	721	722	723	724	725	726	727	728	729	730	731	732	733	734	735	736	737	738	739	740	741	742	743	744	745	746	747	748	749	750	751	752	753	754	755	756	757	758	759	760	761	762	763	764	765	766	767	768	769	770	771	772	773	774	775	776	777	778	779	780	781	782	783	784	785	786	787	788	789	790	791	792	793	794	795	796	797	798	799	800	801	802	803	804	805	806	807	808	809	810	811	812	813	814	815	816	817	818	819	820	821	822	823	824	825	826	827	828	829	830	831	832	833	834	835	836	837	838	839	840	841	842	843	844	845	846	847	848	849	850	851	852	853	854	855	856	857	858	859	860	861	862	863	864	865	866	867	868	869	870	871	872	873	874	875	876	877	878	879	880	881	882	883	884	885	886	887	888	889	890	891	892	893	894	895	896	897	898	899	900	901	902	903	904	905	906	907	908	909	910	911	912	913	914	915	916	917	918	919	920	921	922	923	924	925	926	927	928	929	930	931	932	933	934	935	936	937	938	939	940	941	942	943	944	945	946	947	948	949	950	951	952	953	954	955	956	957	958	959	960	961	962	963	964	965	966	967	968	969	970	971	972	973	974	975	976	977	978	979	980	981	982	983	984	985	986	987	988	989	990	991	992	993	994	995	996	997	998	999	1000
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BMW Report and Accounts 1984.

**We've given success
the broadest possible basis:
the world.**



1984 was once again a particularly good year for BMW.

With significant plusses in production, sales, turnover and profits, as the impressive balance sheet figures demonstrate.

And although BMW was the only German manufacturer to increase its domestic sales in 1984, this latest success was in itself the result of a much broader long-term strategy that extends far beyond the borders of the Federal Republic of Germany.

BMW is an international name.
And the difference between domestic and export sales ceased to exist a long time ago.

Even ten years ago it was becoming increasingly obvious that the world's most important markets were growing along similar lines and, together with them, the demands and attitudes of their consumers.

And this uniformity in buyer expectations that's already apparent today, leaves no doubt that in future big organisations will only succeed if they constantly look on their domestic activities as an integral part of their international business and marketing efforts.

BMW has never taken the simple opportunistic approach towards exports.

We have always seen them as a conscious on-going development of a worldwide infrastructure that forms the key to long-term success. Our 12 wholly-owned subsidiaries all over the world make that abundantly clear.

"Made in Germany" quality with "BMW engineered" technologies is enjoying ever-growing popularity with discerning, quality-conscious motorists everywhere.

And the vote in favour of BMW exclusivity is particularly striking in such important car markets as the USA, Japan and Great Britain. Just take one example: with worldwide sales of 267,000, the BMW 3-Series was again the world's no. 1 exclusive compact car in 1984. And the figures for the first six months of 1985 show that it again has a decisive lead over all its competitors.

We're also looking forward to another typical BMW year in 1985.

The turnover of BMWAG for June 1985 was 24.6% up on the previous year, whilst the figures for the overall organisation were up 18.3%. Orders also present a positive picture. Equally, despite an atypically sluggish start, the domestic market is now on the upswing again. And there's also another typical BMW statistic: during 1985 we expect to create yet another 1,400 new jobs.

As planned, investments will also increase significantly during 1985.

Considerable sums have again been earmarked for the continuous product development and improvement programmes, as well as for on-going production line optimisation. Other important investment areas include the research and engineering facility at Munich and the new plant at Regensburg, which is due to go on stream in the autumn of 1986.

The way we have guided the successful development of our company up to now, is also the way we intend to continue: with realism, dedication, and with that degree of optimism that's inseparable from the pleasure of driving.

Consolidated financial statement for BMW AG

Balance sheet at 31.12. (in million DM)	1984	1983	1984	1983
Assets			Liabilities	
Physical assets	2,166	2,217	Net worth	1,760
Financial assets	245	270	Special reserves	185
Stocks	724	791	Registered profit vouchers	50
Trade debtors	148	131	Pension commitments	997
Liquid funds (including securities)	1,436	759	Other provisions	1,678
Owed by group and associated companies	839	693	Long-term liabilities	279
Other assets and prepaid expenses and deferred charges	339	333	Trade creditors	720
Balance sheet total	5,897	5,194	Other liabilities and accrued expenses and deferred income	163
Profit and loss account (in million DM)			Unappropriated profits	165
Sales	12,832	11,481	Balance sheet total	5,897
Changes in stock and own work capitalised	39	74		
Overall output	12,894	11,555		
Material expenses	8,915	8,221		
Personnel expenses	2,733	2,472		
Depreciation	708	717		
Other income and expenditure (balance)	1,455	1,257		
Taxes	693	620		
Annual surplus	330	288		

BMW at a glance

Group sales (world-wide)	million DM	16,484.1	+ 17.5%
BMWAG sales	million DM	12,931.6	+ 12.6%
Car sales	units	434,296	+ 2.6%
Motorcycle sales	units	33,912	+ 19.9%
Employees, Group (world-wide)		51,931	+ 3.5%
Employees, BMWAG		44,692	+ 3.5%
Investment in physical assets, BMWAG	million DM	663.6	- 17.1%
Annual surplus, BMWAG	million DM	329.6	+ 14.4%

The full financial statement at 31 December 1984 of Bayerische Motoren Werke AG and the BMW Group complies with s. 329 of the AktG (Corporation Law) and has obtained the auditor's unconditional confirmation. It has been published in the Bundesanzeiger. The dividend of DM 12.5 per share of DM 50 confirmed for 1984 at the General Meeting on 11 July 1985 in respect of the participating share capital of DM 600 million will be paid at the offices mentioned in the full announcement in the Bundesanzeiger of 12 July 1985 immediately on submission of profit participation voucher No. 35, after deducting 25% capital gains tax. Chairman of the Supervisory Board: Hans Graf von der Goltz

Board of Management: Eberhard v. Kuenheim, Chairman, Volker Doppelkopf, Dr.-Ing. Hans Hagen, Hans C. Koch, Franz Köhne, Dr. Eberhard von Koeber, Deputy, Dr. Helmut Schäfer.

Munich, 12 July 1985 THE BOARD OF MANAGEMENT
Bayerische Motoren Werke Aktiengesellschaft, Munich

BMWAG

UK NEWS

Britoil offer may get £460m tag

BY DOMINIC LAWSON

THE GOVERNMENT'S financial advisers are expected tomorrow to fix and underwrite the price at which the state's remaining 40 per cent stake in Britoil is to be sold. The prospectus is likely to be published immediately and would make investors have seven days to make their applications with an initial payment of £1 a share.

The offer price is expected to be at about an 8 per cent discount to the prevailing London market price - which was 207p at Friday's close. This suggests an offer price of between 185p and 190p, valuing the

shares to be sold at about £460m. In November 1982 the Government sold 51 per cent of the equity at 215p per share but the issue flopped with 70 per cent of the shares left with the underwriters.

A chief reason for that result was the gloomy statements at the time from leading members of the Organisation of Petroleum Exporting Countries (Opec), Lazard Brothers, the merchant bank handling the sale for the government, had waited until the peaceful conclusion of last week's Geneva meeting of Opec ministers before proceeding with

the sale of the second tranche. A City of London oil analyst said yesterday: "The underwriters are going to have an uncomfortable few days. It will not take much fresh bad news from Opec to sabotage the issue."

Shares will be offered on a pro-rata basis of about 10 per cent, markedly more generous than the rest of the oil sector but brokers point out that institutional investors are not committing new money to the oil sector so the money for the Britoil shares will have to be weaned from other quoted oil

stocks. Oil analysts re-worked their arithmetic over the weekend after Britoil's unexpected decision on Friday to downgrade its two-week-old 1985 net profits forecast by £5m to £185m.

Britoil's reason was the continued strength of the pound against the dollar, the currency in which oil is traded, but one broker said yesterday: "It seems silly to go to the embarrassment of changing a yearly profit forecast on the basis of two weeks' movement in the currency markets."

SDP urges ban on all new loans for South Africa

BY PETER RIDDELL, POLITICAL EDITOR

AN EEC-WIDE statutory ban on new bank loans and new investment in South Africa by Community companies is proposed this morning by the Social Democratic Party (SDP) in a new policy document.

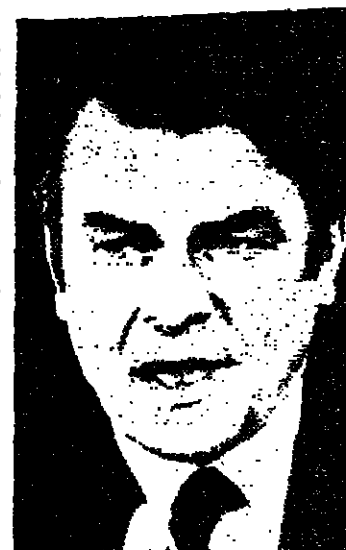
Launching the statement, Dr David Owen, the party leader, said: "Britain should be working for a common European position in its policies towards South Africa, and actively identifying with the excellent resolution put forward by France to the United Nations Security Council."

He gave a warning that there was "a grave danger of Britain becoming isolated in the world community if the Government associates so completely with President Reagan's Policies."

The document rejects the call for disinvestment, which it regards as impractical. Instead, the SDP urges a ban on new loans and new investment along the lines of Swedish legislation as the best way of breaking the present log-jam and applying pressure on South Africa.

The suggested legislation should enable the European Commission to grant exemption from the ban where companies can demonstrate that their participation will have a direct and advantageous effect on education, training, and human and economic development for black South Africans.

Moreover, the current voluntary EEC code of conduct for companies already investing in South Africa



Dr David Owen: "risk of British isolation"

should be considerably strengthened to ensure European companies treat their black South African employees without discrimination, provide training and community development and allow free trade unions to operate.

In addition to the current arms embargo, the SDP urges Britain to initiate, with its European partners, an embargo on sales to South Africa of high technology know-how and products.

Medical monopoly 'blocks health reform'

A POWERFUL attack on the way in which the monopoly power of the British medical profession blocks all improvements which could benefit National Health Service (NHS) patients is published today, writes Robin Pauley.

Dr David Green, research fellow at the Institute of Economic Affairs, says this monopoly power blocks the path of all reformers whether they merely seek detailed improve-

ments within the NHS or more radical reforms to promote competition in health care supply.

Dr Green concludes, "Any effort to restructure the National Health Service in order to manipulate the environment in which doctors function in the hope of inducing efficiency, and particularly less self-interested, professional conduct is likely to fail. Such measures will not succeed unless professional monopoly

is replaced by competition among doctors."

He argues that one of the chief reasons that state regulation of the medical profession has so often benefited producers at the expense of consumers is that governments have failed to take account of the self-seeking nature of professionals.

Dr Green says professional power in the doctors' cartel in both the

public and private sectors rests largely upon legal privileges "unwisely granted by the state."

The restrictive and anti-competitive practices of the medical profession, even when they are not enforced by government agencies, are immune from the general law against restrictive practices.

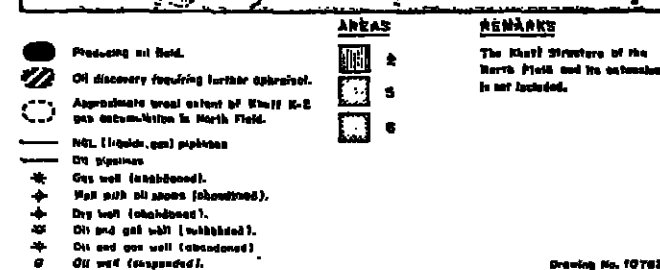
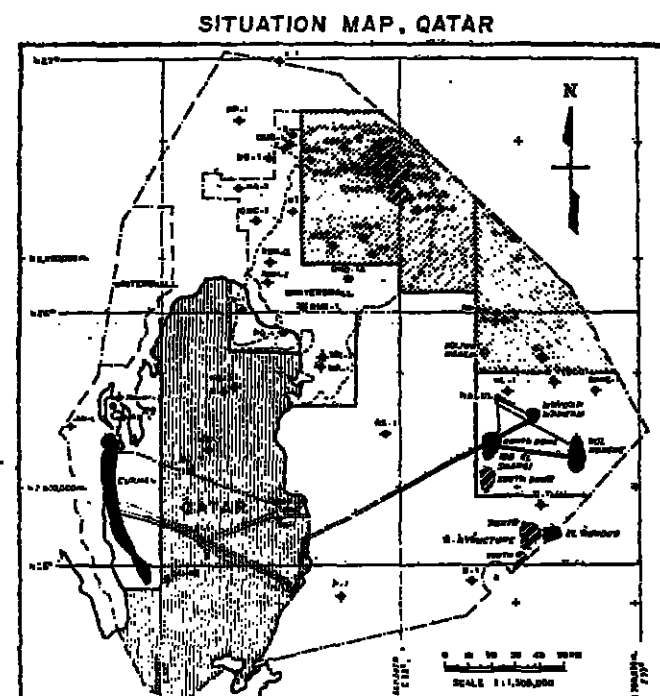
Which Doctor: C2.50, IEA 2 Lord North Street, London SW1.

Contracts & Tenders

THE STATE OF QATAR

A Call for International Bidding

The Government of Qatar announces the opening of three areas (area 2, 5 and 6 refer to the attached map) for bidding under Production Sharing Agreement to explore, develop and exploit hydrocarbon substance. However, the existing Khuff gas bearing structure of the North Field and any extension that can be proven to be part of it is excluded. The following information may be of interest to bidders.



BIDDERS
Bidders should be International Oil Companies. They should supply evidence of their technical and financial competence.

MODEL CONTRACT
A model contract, as a basis for future negotiations, will be available and can be handed over to interested bidders.

AVAILABLE DATA
Raw data for the open areas will be made available to bidders. Technical experts from oil companies will be allowed to examine available data in Doha.

DEADLINE
Bidders are expected to submit their bids by October 31, 1985 at 12.00 o'clock Doha time.

Mailing Address: Director, Department of Petroleum Affairs

Ministry of Finance & Petroleum, P.O. Box 2233, Doha, Qatar (Arabian Gulf)

Telephone 413571. Telex 4891 QATPET DH. Cable PETROFAIRS DOHA

INVITATION TO TENDER

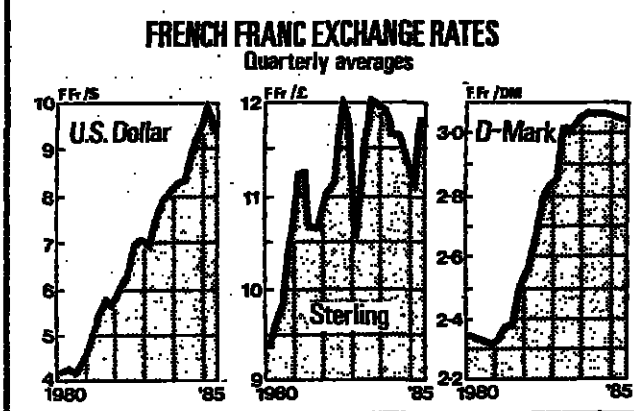
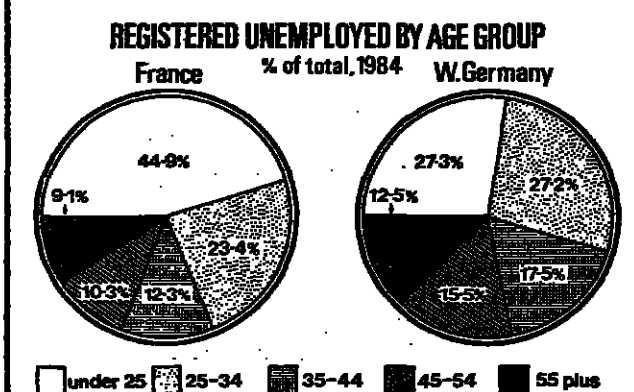
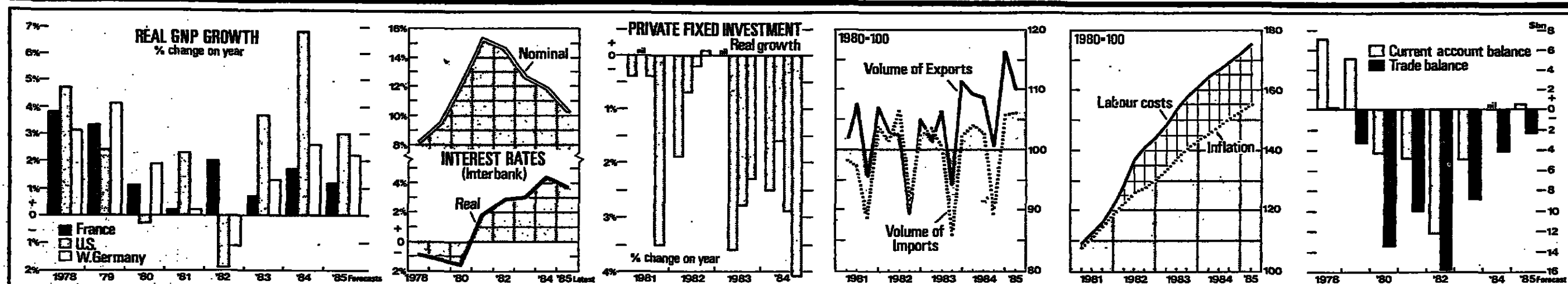
London Regional Transport Bus Services

Following the successful initial route tendering exercise, London Regional Transport invite tenders for the operation of a second series of bus routes, currently operated by London Buses Ltd.

As before, these routes will continue to be subsidised as an integral part of the London Regional Transport network. Under the contract process, London Regional Transport will maintain a number of outside vehicle services. Contractors will also have to comply with all safety, maintenance and financial requirements under the PTV licensing regulations.

The routes to be tendered are:
Route 124: Epsom - Albury
Route 125: Epsom - Albury
Route 126: Epsom - Albury
Route 127: Epsom - Albury
Route 128: Epsom - Albury
Route 129: Epsom - Albury
Route 130: Epsom - Albury
Route 131: Epsom - Albury
Route 132: Epsom - Albury
Route 133: Epsom - Albury
Route 134: Epsom - Albury
Route 135: Epsom - Albury
Route 136: Epsom - Albury
Route 137: Epsom - Albury
Route 138: Epsom - Albury
Route 139: Epsom - Albury
Route 140: Epsom - Albury
Route 141: Epsom - Albury
Route 142: Epsom - Albury
Route 143: Epsom - Albury
Route 144: Epsom - Albury
Route 145: Epsom - Albury
Route 146: Epsom - Albury
Route 147: Epsom - Albury
Route 148: Epsom - Albury
Route 149: Epsom - Albury
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Route 151: Epsom - Albury
Route 152: Epsom - Albury
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Route 166: Epsom - Albury
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Route 174: Epsom - Albury
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STATISTICAL TRENDS : FRANCE



Economy hit by slow growth and high rates

Slow economic growth and increased interest payments on public debt have recently become two of the French economy's major problems. Real Gross Domestic Product (GDP) increased by 1.7 per cent in 1984, mainly because of more exports, and is forecast to grow by only 1.3 per cent in 1985, which is about half of the expected rate of growth for the whole of the EEC.

Domestic demand, which was stagnant in 1984, should grow slightly in 1985 but export growth may weaken, and the downward trend in fixed investment is likely to continue. On the positive side, inflation has fallen from a peak of about 13 per cent in 1980-81 to a little more than 7 per cent in 1984 and is forecast to fall to 6 per cent in 1985. Wage rises have moderated and real labour costs have scarcely risen in the past two years.

As in most other European countries, unemployment in France has increased sharply since 1979. While the rate of increase slowed in the EEC in 1984, the rate of French unemployment rose markedly from 8.3 per cent to 9.1 per cent. However, early figures for 1985 suggest a return to the previous trend with a levelling off in the rate of unemployment.

France has a much higher proportion of young people out of work than other EEC countries—15 per cent of the unemployed in France are under 25 compared with 27 per cent in West Germany—and this underlines the importance of recent job training schemes for young job seekers. The government deficit exceeded its target of 3 per cent of GDP in 1984 with much of

the upward pressure coming from the increased interest payments on the debt. EEC calculations show that interest payments of 1.6 per cent of GDP in 1980 had doubled by 1984 to an estimated 3.2 per cent of GDP. It was in 1980 that nominal and real interest rates rose above the rates of growth of nominal and real GDP.

The structural budget (cyclically adjusted) showed a small surplus until 1981 then moved into deficit in a period of fiscal expansion and the pressure from the rising cost of debt servicing. But more recent tighter fiscal policy has restored it to almost a balanced position.

Both the current account and the trade account have been improving since 1982 with the current account expected to show a small surplus in 1985 and the trade deficit being reduced to \$2bn.

This reflects the growth in the volume of exports which increased by 8 per cent between 1982 and 1984 while the volume of imports remained static. The greatest improvement was in the balance of trade with the U.S. During 1982 to 1984, France gained 3 per cent of the increased import growth of the U.S. and expanded from \$5.5bn to \$7.5bn its exports to the U.S.

This brought the French-U.S. trade account into balance.

The French franc, along with the other European currencies, fell markedly against the dollar over the 1980 to 1984 period and has benefited from the recent period of dollar weakness. Within the EMS, it remained stable against the D-Mark throughout the period from mid-1983, trading at an average rate of about DM 3.05.

The French Stock market has outperformed nearly all of the other major markets over 1983 and 1984 with the CAC General Index rising by almost 100 per cent over this period. This compares with rises of between

COMPARATIVE STOCK MARKET PERFORMANCE

	January 1982=100	Germany	UK
End of quarter			
1982	102	105	103
2	102	102	103
3	98	102	113
4	99	110	121
1983	109	127	131
2	121	127	142
3	123	137	143
4	148	151	148
1984	158	181	164
2	166	147	157
3	172	152	167
4	177	161	184
1985	202	179	198
2	223	205	197

Source: Financial Times.

PRICES, WAGES, EMPLOYMENT AND PRODUCTIVITY IN MANUFACTURING INDUSTRY

	1980	1981	1982	1983	1984*
Prices of value-added	10.9	10.0	13.1	7.7	7.3
Hourly wage rate	15.3	15.7	16.2	11.1	7.9
Weekly working hours	-1.6	-1.2	-2.8	-1.1	-0.8
Employment	-1.2	-3.2	-2.2	-2.5	-3.3
Hourly productivity	2.1	2.5	3.1	5.5	5.2
Unit labour costs	12.8	12.8	10.5	5.8	2.1

* Commission staff estimate. Source: INSEE.

50 per cent and 60 per cent in the UK and West German markets.

Overseas investors helped to support the rise in the market as did the stability of the French franc.

Commentary by Our Economics Staff; data analysis by Financial Times Statistical Unit; charts and graphs by Financial Times Graphics Department.

SHARE OF INCOME IN U.S. IMPORTS

	1984-85 %
Developing countries	25
Developed countries	75
EEC	6.1
Germany	3.3
France	3.1
UK	1.7

Source: OECD

TOTAL DOMESTIC DEMAND

	% change on year
U.S.	1.7
Europe	1.7
1980	-1.2
1981	-1.2
1982	-1.2
1983	0.3
1984	0.5
1985*	0.5

* Forecast.

Source: OECD

PUBLIC DEBT

	1975	1976	1977	1978	1979	1980	1981	1982	1983	1984	*1985
Net borrowing	2.2	0.5	0.9	1.9	0.7	-0.2	1.8	2.6	3.3	3.4	3.5
Of which interest payments	1.3	1.2	1.4	1.4	1.5	1.6	2.1	2.2	2.5	3.2	3.2
Level of debt	25.8	24.7	25.2	26.3	26.2	25.0	25.5	30.0	30.4	33.3	36.5

† Estimate. * Forecast.

DEMAND, OUTPUT AND PRICES

	% change on year, volume (1970 prices)	1982	1983	1984	1985	1986
Private consumption	3.5	1.1	0.5	0.5	1.5	1.5
Government consumption	2.5	7.3	0.9	0.5	1.0	1.0
Gross fixed investment	-0.6	-2.1	-2.0	0.7	2.5	2.5
Total domestic demand	4.1	-0.5	0.7	1.7	5.0	5.0
Exports (goods and services)	-2.2	4.0	7.1	5.9	5.0	5.0
Imports (goods and services)	6.3	-0.5	2.9	3.2	4.2	4.2
GDP (market prices)	2.0	0.7	1.7	1.2	5.0	5.0

Source: OECD

INFLATION

	% change on year	1978	1979	1980	1981	1982	1983	1984	1985	1986
France	8.1	8.3	7.7	11.3	13.4	13.4	13.4	13.4	13.4	13.4
U.S.	11.8	8.5	5.3	6.1	1980	1981	1982	1983	1984	1985
Germany	9.6	4.6	3.3	3.2	1980	1981	1982	1983	1984	1985
UK	6.1	6.4	2.3	3.5	1980	1981	1982	1983	1984	1985
1985*	5.5	5.3	2.5	5.3	1980	1981	1982	1983	1984	1985

* Forecast. Source: OECD/Simon & Coates

GENERAL GOVERNMENT FINANCIAL BALANCES

	1979	1980	1981	1982	1983	1984	*1985
U.S.	0.6	-1.2	-0.9	-3.8	-4.1	-3.4	-3.7
Germany	-2.7	-3.1	-3.8	-3.4	-2.8	-2.3	-1.5
France	-0.7	+0.2	-1.8	-2.7	-3.1	-2.9	-3.2
UK	-3.2	-3.9	-3.2	-2.3	-3.5	-4.0	-3.6

* Forecast. Source: OECD

STRUCTURAL BUDGET BALANCE

	1979	1980	1981	1982	1983	1984	*1985
U.S.	1.2	0.7	1.5	0.9	-0.2	-0.5	-0.5
Germany	-2.3	-2.5	-2.4	-0.9	0.5	1.7	1.7
France	-0.8	0.8	-0.2	-0.6	-0.7	-0.1	-0.1
UK	-3.2	-1.1	1.8	3.3	1.5	2.0	2.0

* Forecast. Source: OECD

TRADE

	Exports (fob)	Imports (cif)
1980	92.4	92.4
1981	91.2	91.2
1982	91.2	91.2
1983	91.2	91.2
1984	91.2	91.2
1985	91.2	91.2
1986	91.2	91.2

Source: OECD

FRANCE FOR TRAVEL TO



MANAGEMENT

Standard Chartered

Trying to make 'more of the hand we have'

David Lascelles on the strategy of the least known major UK bank

THE SMART new granite and glass building near the City of London is the new home of Standard Chartered Bank. And a fine home it should be too, with a five-storey atrium sprouting trees and exotic plants.

The question is whether the move into this grand headquarters from scattered buildings in the back streets near Monument will be matched by a similar gain in standing for what might be deemed as the least known big bank in the UK.

Standard Chartered, under the chairmanship of Lord Barber, the former Tory Chancellor, is trying hard to do more. Most people remember it for its attempt to buy Royal Bank of Scotland in 1981, a move designed to redress the imbalance of its colonial past which has left it with hundreds of branches in far-flung, hot countries — and only 26 in the UK.

That particular bid was thwarted. But Standard Chartered still wants to have its feet planted more evenly between the Third and Fourth Worlds. It took a big step in that direction last year when it finally became a UK clearing bank. That in turn gained it admission to the holy of holies of UK banking: the Committee of London Clearing Bankers, or the Committee of London and Scottish Clearing Banks as it will now be known.

It used to be said that the typical Standard Chartered man had a Scottish name, joined the bank at 18 and served as an expatriate in 15 countries. It is not like that here any more, says Michael McWilliam, the group chief executive who only half fits the mould. He has the Scottish name and the colonial background (born in Kenya and a student in overseas government), but he also went through a City apprenticeship at merchant bankers Samuel Montagu, before joining the bank 20 years ago.

Standard Chartered certainly has the makings of a greater banking force in the industrialised world, though as McWilliam admits: "The problem is making more of the hand

that we have. We need to do some stitching up." The bank, called in the management consultancy Book Allen and Hamilton whose report last winter now forms the basis of much of the bank's strategy. Standard Chartered's balance sheet of \$34.5bn ranks it number five in the UK, hence its claim to be the "fifth force in UK banking" after the Big Four clearing banks — Barclays, NatWest, Midland and Lloyds. It owns Union Bank, a large bank in California, which it bought for \$375m in 1979. It also has extensive interests in leasing and precious metals (it is the majority owner of Mocatta and Goldsmid, one of the five London bullion houses).

Convenient

Other evidence of its steady geographical shift was the decision last April to reduce its stake in South Africa. By declining to participate in a rights issue by Stabank, its 51 per cent-owned subsidiary, it cut its interest to 42 per cent and reclassified Stabank as an "associate" company. There were sound business reasons for doing this: the contribution of South Africa has not been very profitable recently (though Stabank did better than most), and the change helped Standard Chartered's capital ratios. However, as McWilliam concedes, the move was also politically very convenient, coming as it did when South African lending has become a hot public issue.

Already, Standard Chartered's shift may be bigger than many people realise. Since the Stabank move, the bank earns more profits in North America than in South Africa. The contribution of Europe is also rising. But the picture is somewhat more complex than that.

Apart from tax reasons, the rationale for turning more to the world's industrialised regions is to balance a presence in some of the world's riskier regions with solid, stable markets. But Standard Chartered's strong presence round the Pacific rim — the world's biggest growth region — is a major asset many other banks lack for. That presence extends from Union

Bank on the U.S. West Coast, Hong Kong (where Standard Chartered is almost as much part of the establishment as the Hongkong and Shanghai Banking Corporation) and up to Japan. The bank also among the small group of 16 foreign banks recently admitted to Australia.

The task of developing a business in mature markets is also not that easy. Standard Chartered has boosted its operations on the European Continent (where it has £50m of its £1.6bn of shareholders' funds) by hiring senior bankers from Continental Illinois' European management team. The Union Bank acquisition has also been one of the most successful U.S. bank acquisitions by a British bank.

But the big challenge remains the UK market, where management is mulling over a whole raft of ideas. One would be to bid for the Royal Bank again. To do that Standard Chartered would have to notify the Government of its intentions first under the terms of the 1981 agreement. McWilliam does not speak optimistically of his chances. "If we tried to do that again, there would be the same uproar," he says, referring to the strong Scottish resistance to outside ownership of financial institutions.

Another is to buy Yorkshire Bank, the highly profitable Leeds-based bank owned by the UK Clearers. But McWilliam does not see any of them parting with such a prized asset, particularly to a potential competitor.

He prefers to encourage speculation that Standard Chartered will seek an alliance with a building society. The bank already has two working arrangements with building societies, the Bristol and West, and the Northern Rock, to supply banking services to their customers. But if the proposed new legislation on building societies goes through, they will be able to transform themselves into joint stock companies capable of being bought.

Chartered Trust, the finance house subsidiary, is also going into the "money" business to extend the bank's



Lord Barber (left) and Michael McWilliam: want their feet to be planted more evenly between the First and Third Worlds

reach into the retail markets.

On another front, Standard Chartered's acquisition of Midland and International Bank Limited (MIBL), a consortium bank, in 1982 boosted its presence on the capital markets and corporate finance business, where it was already venturing with its subsidiary, Standard Chartered Merchant Bank. But the bank is taking a low-key approach to the City Revolution, which is reshaping the securities market and bringing together banks and securities firms. Although it spoke to several Stock Exchange firms it has not formed an alliance with any of them.

Patrick Macdonald, the merchant bank's new chief executive, says he prefers to see others "be the guinea pigs." He expects there will be plenty of opportunities to enter the new securities markets much more cheaply once the initial and possibly bloody wave of competition is past.

However, the merchant bank will expand its existing gilded dealing business and Euromarket activities. An investment management side is also to be built up by two experienced City men recently hired from merchant bankers Lazarus — Michael Benson and Geoffrey Dutton — and more are on their way.

But as Standard Chartered's plans develop, it becomes less of a bank and more of a loose-knit, extended group of activities — which is forcing McWilliam to consider how the business to be managed. He favours

what he calls a federation in which the various parts maintain some independence within parameters set by the top. So taken is he by this idea that he has framed an extract from the 1787 Federal Papers of Alexander Hamilton, the early American statesman, and hung it on his office wall.

Standard Chartered's efforts to do better have not yet, though, yielded better results in the profit and loss account. Although the "bottom line" has shown a general, if erratic upward trend for some years, earnings per share have fallen sharply since 1981. Loan problems in many of the bank's traditional markets are largely to blame, including Hong Kong and Latin America. The bank has also been vulnerable to the recession in large African countries like South Africa and Nigeria. This has tarnished its image, particularly in the investment community.

That could be changing though. There are indications from inside the bank that the interim figures due out on August 20 will be much better. That message seems to have got through to the stock market where a string of favourable analysts' reports have recently boosted the share price.

However, Standard Chartered is still not in its new building, and the transformation of the business is still something more spoken of than seen. And some sceptics still need convincing that the bank really is on a new road.

Corporate alliances

A two-edged sword

BY CHRISTOPHER LORENZ

WHEN THE relationship of McDonald's with its French franchisee, Dyan, collapsed in 1982 after a dispute about quality standards, the American hamburger giant was faced overnight with a major competitive threat from its former ally.

Anglo-Saxon visitors to Paris were decidedly amused that Dyan chose to christen its new chain of fast-food hamburger restaurants with the singularly peculiar name of O'Kitch. But for McDonald's the bitter reality was that it had suddenly lost 14 well located outlets in the French capital, and that it was forced to start from scratch in a market which was rapidly approaching saturation.

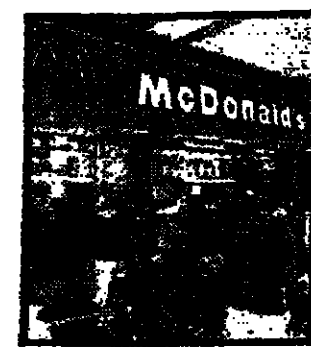
The speed with which corporate alliances can turn sour is underlined in stark terms in the latest issue of Long Range Planning. Alliances may now be the rule, rather than the exception, in international business, but so are the problems of operating them, warns Barrie James, head of marketing development in Ciba-Geigy's pharmaceutical division.

Just like the military, companies depend heavily on the use of alliances in modern combat, James argues. The rising cost of battlefield conflict, the need to match the resources of rivals, and the global nature of conflict all require the greater use of alliances — not just for growth, but for survival.

Types of alliance licensing vary widely, and include joint ventures, franchising, private label agreements, the forging of alliances in distribution, and simple buyer-seller deals. But, says James, the success of all of them depends on the ability of the partners to sustain their mutual interest.

Among the factors which have spurred the current spate of alliances are difficulties — both political and financial — in gaining market access; the need to fund, exploit or acquire new technology; and the sheer lack in many industries of an alternative, other than surrender.

In Japan the complexities of import regulation, tariffs, product standards and the distribution system have made direct market penetration a difficult and costly undertaking for western companies, James points out. But there are



McDonald's discovered the problems of falling out with a franchisee

plenty of similar examples in the reverse direction. Takeda's joint venture with Abbott in the U.S. and with Roussel in Europe to market its drugs have helped it cope with the complexities of health care regulatory agencies, as well as with distribution systems which are very different from those in Japan.

In the pharmaceutical, chemical and electronics industries, product licensing has also become a key weapon, both in securing access to low-cost manufacturing technology, and in gaining control over the use to which a company's own technology is put.

In the first category James cites the example of Bendix, which transfers its machine tool technology to Murata in Japan in order to gain the advantage of production costs which are 30 per cent cheaper than its own, and then takes delivery of the finished product from Murata for sale in the U.S.

Under the second heading he claims that RCA's failure to license its colour television technology to Japan in the 1950s, with accompanying controls over market access, encouraged the Japanese to deplete the U.S. TV market in the late 1960s and 1970s. By contrast, Pilkington's widespread licensing out of its float glass process to other large glass companies from developing competitive technology... enabled the company through significant licensing fees to become a major force in its own right.

In many industries, James says, "fortunes have been made at a point where, apart from sur-

reader, only two options are open to companies if they wish to survive — either form an alliance with other contenders or join the competition.

The European Airbus consortium, which successfully competes with Boeing, McDonnell Douglas and Lockheed, is a prime example of the first type. An instance of the second is the way that Western chemical countries have linked their product innovation with low-cost production technology. Searle's artificial sweetener, Aspartame (Nutrasweet), uses low-cost production expertise from the world's largest producer of amino acids, Ajinomoto.

Though alliances are now becoming a *sine qua non* of business strategy, James underlines the drawbacks to their use and limits to their value. "Accountability is weak; communications often suffer; long and is frequently tackled in an ad hoc manner — all of which causes severe operating problems."

As examples, James points to the Anglo-German-Italian Tornado multi-role combat aircraft, which ran well over budget, and the collaborative development of the System X telephone exchange design by British Telecom, GEC and Plessey, which suffered considerable technical delays.

As a final sting in the tail, James also warns that temporary alliances to protect long-term independence may weaken rather than strengthen a company's activities, since it can lose the ability to produce a fully integrated product. Critical proprietary information can easily flow to alliance partners, and a partner may become too dependent on another company for essential components, making it vulnerable to others which possess a broad base.

James concludes, they are a means to an end rather than an end in themselves. They must be treated as a part, not the core, of a company's strategy.

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TECHNOLOGY

EDITED BY ALAN CANE

New effort to develop tougher paint for ships

BRITISH RESEARCHERS are trying to produce new types of paint for ships that are resistant to scrapes and bangs experienced, for example, during docking.

Ship hulls are routinely painted to make them withstand corrosion. But the coating may easily be knocked off in operations such as hauling up an anchor and loading or unloading at the quayside.

This type of abrasion will also make the hull's surface rougher, adding to the resistance the ship encounters as it travels through water. That increases fuel costs.

International Paint, at its laboratories in Runcorn, is working with the University of Manchester Institute of Science and Technology on new types of polymers that could increase the toughness of marine paint.

The Department of Trade and Industry is contributing about a quarter of the £400,000 cost of the three-year programme.

According to Dr David Scantlebury, lecturer in corrosion science and technology at UMIST, synthetic polymers or fibrous materials such as glass fibre could be added to paint to increase resistance to abrasion.

The UMIST and International Paint researchers are examining a variety of materials to test the degree to which they absorb energy when added to paint.

They are also evaluating the forces that are set up when a ship experiences a knock or a scrape. Different impacts, for instance, a glancing blow from dockside crane or a full-on ramming by another vessel, are likely to lead to a variety of combinations of stresses which will remove a layer of paint in different ways.

Researchers have attempted to measure these forces aboard vessels while they are at sea or in a harbour. The next job is to set up laboratory rigs in which they can replicate the types of impact, in order to test the new formulations for paint that may emerge over the next few years.

PETER MARSH

Satellites set for valuable role in exploitation of the oceans

Information from space about the seas will soon provide valuable data to offshore industries, shipping and fishing, reports Peter Marsh

THE WORLD'S shipping and offshore industries are due to obtain in the 1990s a potentially valuable new set of tools in the shape of information from outer space.

A battery of satellites, now in the drawing boards of the world's aerospace designers, will relay to ground stations data about the oceans, for example details about wave heights, fish-breeding areas or sites hit by oil spills.

With such information, a shipping company could work out route patterns to avoid storms or icebergs, so saving fuel. Trawler fleets could receive a new set of data to guide them to the best fishing areas.

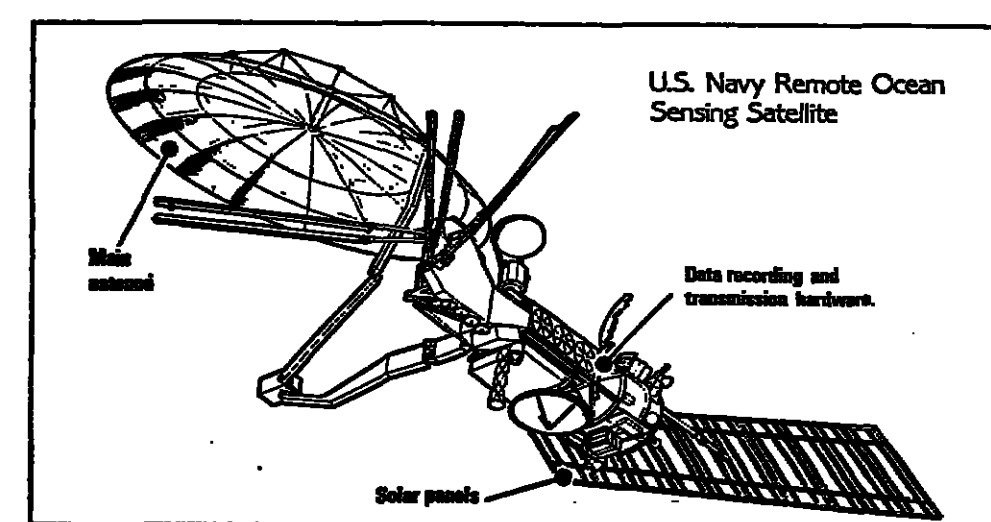
Scientists and administrators are, however, far from clear about the best way in which to channel useful information from the spacecraft to suit the needs of users.

The extent to which commercial entities, rather than government organisations, should be in charge of making available the data to customers is still a subject of debate.

Much further scientific work is required to understand basic facts about the oceans, for example the links between measurable phenomena such as surface temperatures and patterns of weather and of water currents.

Moreover, the different countries planning the new generations of satellites need to get together over the next few years to co-ordinate their activities so that duplication of effort is minimised.

These issues are discussed by the Office of Technology Assess-



ment, an agency of the U.S. Congress, in a report on civilian space activities.

Satellites a few hundred kilometres above the Earth in polar orbits travel over the whole of the globe as the latter turns on its axis. Loaded with appropriate instruments, the space hardware can obtain valuable information about activities on the surface.

The spacecraft send to receiving station data collected by sensors. The best known such vehicles are the U.S. Landsat series, which take pictures of land areas with high-resolution cameras.

Satellites to discover details about the sea use other sensors for instance altimeters to measure the heights of waves, radar instruments to capture images of the sea surface through clouds and radiometers. The latter obtain, for instance, infrared radiation to provide information about heat losses from the ocean surface.

The most advanced satellite so far built to detect information about the oceans was the U.S. Seasat, operated by the National Aeronautics and Space Administration and launched in 1978. It lasted only a few months due to a technical fault. Nonetheless, the data the spacecraft returned to Earth remains of considerable value to scientists studying the oceans.

It is strongly rumoured that the data from Seasat, which comprised radar images of the ocean surface, was accurate enough to be of use to military planners.

Defence scientists have for years speculated that, with

satellites which record "ripples" in the oceans caused by the movement of enemy submarines they could keep track of such vehicles which otherwise are most difficult to locate.

Japan plans next year to launch a Marine Observation Satellite, purely for civilian use, that will provide details of objects as small as 50 metres across.

The craft will use sensors that record radiation in the visible and infrared bands. The European Space Agency and Canada are due to launch satellites in 1985 and 1990 that will scan the oceans with radar, providing data about, for instance, wave heights and the positions of icebergs.

In the U.S., Nasa is proposing a further ocean-sensing satellite that would be operated jointly with France. The Topex/Poseidon craft would stay in orbit from 1990 to 1993 and measure, among other things, ocean currents and map the sea floor.

The U.S. Navy plans its own remote-sensing craft, called NROSS, some data from which would be available to the civilian community.

Chief applications for the satellites, according to the OTA report, are:

● Understanding the weather. The world's climate system is dominated by the behaviour of the oceans. Data about a variety of factors such as the speeds of currents and wind, sea level and ocean temperature could greatly help scientists seeking a greater understanding of long-term weather patterns and also people

producing short-term forecasts.

Such details are at present collected piecemeal by instruments on buoys dotted about the world's sea areas and by sensors on the current generation of polar orbiting weather satellites, which both the U.S. and Soviet Union operate.

● Marine transportation. The most critical factor is wave heights. Warnings of fog, rain, extreme currents and so on could also aid shipping enterprises in route planning.

● Offshore prospecting. Many of the areas which appear suitable sites for undersea mining (in which companies would extract nuggets of manganese and other metals from the sea floor) are away from major shipping lanes. Data about the areas is difficult to collect.

In oil and gas production, companies that run drilling rigs and supply vessels could benefit from information about weather.

● Surveillance and enforcement. Police and national security departments could obtain valuable information about, for instance, illegal fishing.

● Fisheries. Companies in this area of commerce could benefit from sensors that record visible radiation scattered from the sea. Such data provides clues as to the chlorophyll content of oceans (a factor related to fish breeding areas) and sites of pollution. With other sensors, scientists can calculate further details, such as the degree of salinity.

International Co-operation and Competition in Civilian Space Activities, Office of Technology Assessment, U.S. Government Printing Office, Washington DC.

Cheaper fibre optics may hit satellite sales

COSTS IN optical-fibre technology will fall at a faster rate than in techniques to transmit information by satellite, according to the Office of Technology Assessment (OTA), an agency of the U.S. Congress.

This, the agency suggests, could affect how telecommunications companies and governments plan new telephone and data networks for the 1990s.

One consequence could be a fall in the market for communications satellites, an area where U.S. companies dominate (see table).

The OTA, in a report on civilian space activities, says that "rapid advances in fibre optic technology have now convinced many experts that fibre optic cable will eventually be less costly than satellites over substantial distances."

Most long-distance data traffic is carried by satellites, for instance IntelSat's network of spacecraft 36,000 km above the equator.

Satellites have for some years had the upper hand in cost terms over cables. Once a government or telephone company has paid the high capital sum needed to inject the craft into orbit, the cost of transmitting information is virtually constant, irrespective of the distance between receiving and transmission stations.

For conventional coaxial cables, the cost of information transfer increases in rough proportion to the distance. Not

only does the telecommunications operator need to pay out for greater lengths of cable, it also has to provide amplifiers (repeaters) to boost the strength of the signals along the route.

Advances in optical fibres are changing this equation by greatly reducing transmission costs with this technology.

Researchers are also perfecting the materials used in the glass "walls" of the fibres to reduce the extent to which they absorb light rays. This in turn increases the amount of information that can be sent.

Fibre optic cables have three clear technical advantages over satellite-based transmission techniques, says the OTA report, though these may not be crucial in international telecommunications applications.

Fibres suffer from shorter signal delays, they are free from electrical interference and they are less prone to electronic techniques by which people attempt to eavesdrop on transfer of data or telephone conversations.

To offset these factors, with the current state of the art in satellite and fibre optic technology, international satellite transmission offers two advantages. It is easier to send by this method large amounts of information simultaneously — the technique lends itself better to broadband "operations" and it is often simpler to link up satellite messages into networks involving a large number of reception points.

PRIME CONTRACTORS FOR COMMERCIAL COMMUNICATIONS SATELLITES			
Company	Country	Actual 1965-83	Planned 1984-89
Prime contractors: (First launch 1983 or before)			
Hughes Aircraft	U.S.	45	33
IRIDIUM	U.S.	10	10
TRW Aerospace	U.S.	9	27
RCA Astro-Electronics	U.S.	8	0
TRW Defense and Space Systems	U.S.	4	9
British Aerospace Dynamics	UK	4	9
Wendy/Ford Aerospace	Japan/U.S.	1	1
C.N.S.	Italy	1	1
Spar Aerospace/Hughes Aircraft	Canada/U.S.	1	2
		81	84
Additional prime contractors: (First launch 1984 or later)			
Eurosatellite			
Melco (Mitsubishi Electric Co.)	West European Consortium	5	4
Toshiba/GE	Japan	4	4
Spar Aerospace	Japan/U.S.	3	3
Matra Space	France	2	2
Aerospace/Alcatel (with Ford Aerospace)	France/U.S.	2	2
Siemens/BBR/ERNO/AEG/JANT	West European Consortium	2	2
		21	21
Prime Contractor not yet selected:			
		45	45
		81	150
Grand total			

Source: Office of Technology Assessment

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Computer aid for soccer

MANCHESTER UNITED is to revamp its football club management using a computer from Synchro of Newcastle-under-Lyme, which specialises in computer equipment for the leisure industry.

The £100,000 installation will enable the club to plan ticketing arrangements, keep accounts for operations such as catering and run the financial procedures for a better.

Synchro had to work out special suites of software that would be compatible with the club's working routines. The system is to be based on an ICL computer linked to 12 terminals.

Other first division football clubs already using Synchro computers systems are Aston Villa, Arsenal and Tottenham Hotspur.

Logica wins Ethiopia deal

LOGICA, one of Britain's leading computer companies, has won a contract to help the Ethiopian Ministry of Industry to introduce modern electronic technology to improve planning and control of budgets.

Under the contract awarded by the United Nations Industrial Development Organisation, the British company will identify pilot projects in which computer technology could play a part.

Electricians safety move

WORKERS at the Battelle Memorial Institute's Columbus Laboratories in Ohio are trying to improve the protective clothing worn by people who repair high-voltage electricity lines.

The laboratories have completed the first phase of a study for the Electric Power Research Institute which identified the need for more flexible and lighter gloves and sleeves to protect workers from electric shocks.

YAMAICHI IS ON THE MOVE



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FINANCIAL TIMES SURVEY

Monday July 29 1985

Italian Engineering

Italy has been carving out a strong world presence in some engineering sectors while losing competitiveness in others. Industry will receive a boost from the lira's devaluation which could encourage further the strong inward investment flow.

IT IS just over a week since the chaotic currency crisis which came as a prelude to the 8 per cent devaluation of the lira but already from this vantage point it is possible to see how the devaluation points up the anomalous state of the Italian economy and in turn Italian industry.

The lira devaluation was in large part needed to counteract a record trade deficit which Italy has been suffering in the first half of this year: at the same time foreign investment has been pouring into the Italian stockmarket and in the form of direct investment, acquisitions of companies and joint ventures.

Imports

The situation is anomalous because Italy is sucking in imports much faster than it is exporting and yet certain Italian companies are managing to make strides on the European market—the names of Fiat and Olivetti come immediately to mind but there are others.

The situation is anomalous also because the Italian economy is growing at a faster rate than, say, France or West Germany, and yet there are sectors such as home appliance manufacturing, or companies like Alfa Romeo, which are operating at only a fraction of capacity. Even Italy's proud machine tools industry is worried about the outlook, despite being among the most advanced and successful in the world.

In seeking an explanation for Italy's troubles, one must look first at the effects of a runaway public sector budget deficit, which even with recently

announced spending cuts and revenue-generating measures is still likely to top L100,000bn (\$53bn) (13.5 per cent of the country's gross domestic product).

The public sector deficit is the most visible example of the unwillingness of Italian politicians to tamper with vote-preserving and overly generous state pension and social programmes. The need to fund the deficit results in high interest rates (a prime rate of 17 per cent), inflation (9 per cent) still well above the level of Italy's main western trading partners and the crowding out of private sector borrowing.

Meanwhile, Italian industry tries to cope with punitive borrowing rates, a loss of competitiveness on world markets and a political class which is perfectly willing to interfere with business transactions if it thinks it has something to gain.

The result of this last problem is that state-owned food companies cannot be privatised by state holding groups without incurring political interference, or in another case, the obvious need for rationalising a state car company is ignored because the attendant redundancies would represent a political impossibility.

Thus, even the much vaunted Ciriaco De Mita Government, nearly two

years in office, and meant to be the harbinger of the "new Italy," is not immune from petty political squabbling, interference in business and the traditional Italian Government propensity for inaction when it comes to taking much-needed corrective measures in the economy, and particularly in the public sector deficit.

On the more positive side of the ledger, Italian industry is trying, and in many cases successfully, to modernise by introducing new technology. Italy has begun to embrace factory automation and boasts Fiat's Comau flexible manufacturing and robot company, which only recently was asked to supply General Motors with \$80m worth of factory automation equipment.

Battle

Likewise, it must be said that in the private sector a new confidence reigns, a confidence based upon the impressive turnaround at companies such as the profitable Fiat, Olivetti and Pirelli. Montedison, the Milan-based chemicals, energy and health care giant, has been radically restructuring and reducing its heavy losses—\$650m over the past three years.

Unfortunately for the image

group has in recent weeks been engaged in a vicious corporate battle with the Italian financial establishment over its takeover of a 37 per cent packet of control in the Bi-Invest financial and industrial holding company.

Indeed the past couple of months have seen three typically Italian financial controversies which have been doing harm to this nation's otherwise steadily improving image among investors in Wall Street, the City of London and elsewhere.

The three events, which cast a shadow over the rest of the Italian economy, include the lurid political interference by the Ciriaco De Mita Government in the attempt by Professor Romano Prodi, chairman of the IRI state holding group, to privatise IRI's food subsidiary, Società Meridionale Finanziaria, by selling it to Sig Carlo de Benedetti.

The deal, originally signed in April, ran into heavy political opposition from Prime Minister Ciriaco De Mita and was then followed by a series of counter-bids for SME. The matter is still unresolved and has been further compounded by an unprecedented claim from Sig de Benedetti that he was asked to pay a bribe in order to expedite the SME acquisition.

"Here we go, back to the old-style Italy," was the comment from one foreign businessman in Milan the other day. Then, following the SME affair, came the bitter corporate battle which erupted this month when Montedison bought control of Bi-Invest from stock market raiders, upsetting the delicate balance of industrial power in the establishment led by the Agnelli and Pirelli.

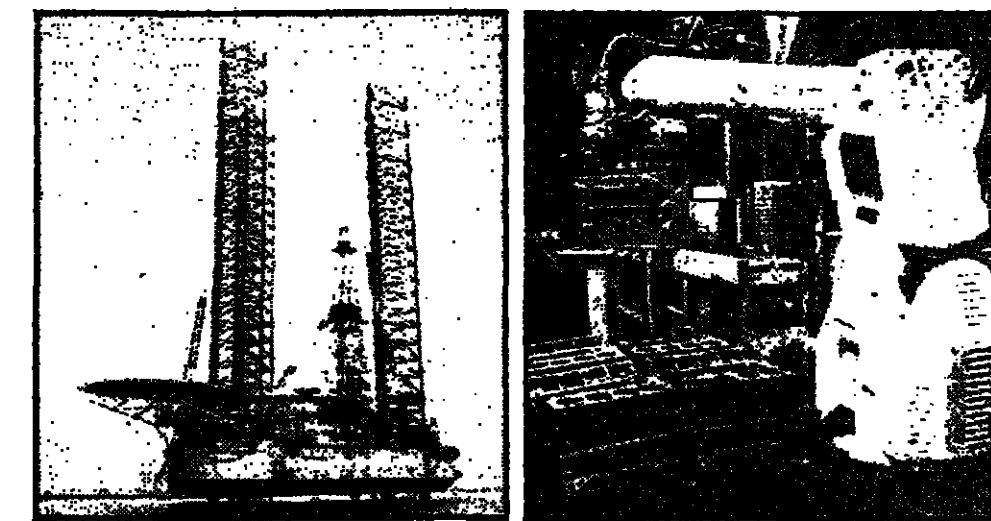
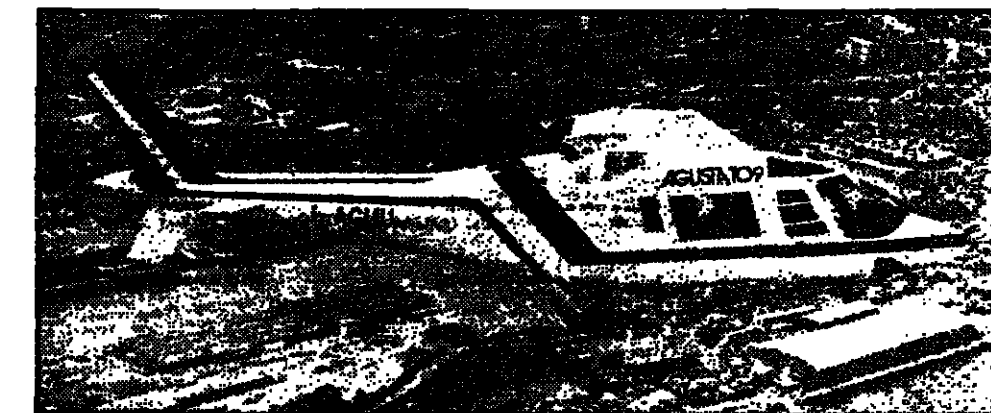
Finally, the collapse of the lira against the dollar on July 19, the 8 per cent devaluation in the European Monetary System which followed and a series of charges and counter-charges as to who caused the currency crisis. Even the normally prestigious Bank of Italy has not emerged unscathed from the "black Friday" currency affair.

Successes

If these various affairs suggest that the fundamental nature of power-broking in Italy has not changed, foreign investors can still take heart from the fact that Italian engineering concerns remain innovative and, in some cases, even ahead of their competitors in the world market.

The success of Saipem, the oil drilling and pipeline subsidiary of the ENI state energy group, or OFC Snamprogetti, a sister ENI company which is busy winning big turnkey fertiliser projects in India, show that Italy can still hold its own.

Small Italian companies also achieve unusual successes—witness the example of the little-known Milan-based Micoperi, which is spending L485bn to build one of the world's



● Innovation in engineering: above, Agusta's versatile A-109; left, an offshore oil platform; right, an offshore oil platform; below, a Comau "Smart Robot" unloads engine cylinder blocks from pallets

largest semi-submersible vessels for the offshore oil industry.

Meanwhile, in the car industry, Fiat is mid-way through talks with Ford (Europe) which could result in an important joint production agreement, badly needed if Europe is to rationalise its over-blown car sector. Alfa Romeo, the loss-making state car company, is talking to General Motors. The Turin-based Pininfarina design company has a \$550m contract to build and ship Cadillac car bodies to Detroit. Chrysler has turned to the engineering firm of Maserati, which is to supply \$600m worth of cars for the U.S. market.

In the state sector, which means the three big holding groups of IRI, ENI and EFIM, losses are still heavy, but efforts

are under way to take a harder management line.

This can be seen in the impressive management of companies such as IRI-STET's microelectronics maker—SGS—which is now struggling with the rest of the electronics world in the present market glut. Other examples of well-run state companies are Eltag in electronic systems, Aeritalia in aerospace, or Agusta.

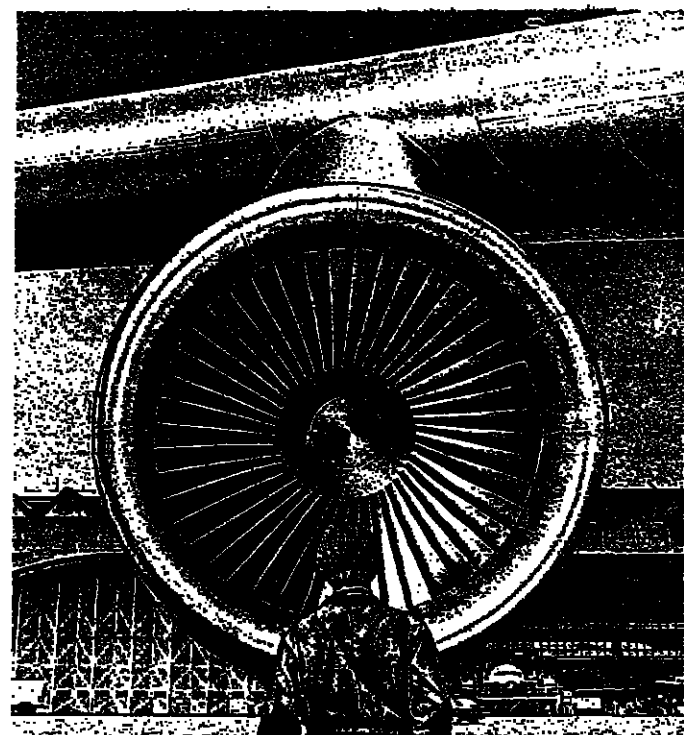
The state sector is also moving ahead gradually with partial privatisations—and not all of them end up as disastrously as the SME affair. Saipem last year successfully floated 20 per cent of its shares on the Milan bourse and with foreign investors while SIRT, the telecommunications con-

struction and maintenance subsidiary of IRI, only recently offered more than 40 per cent of its shares to the public for L200bn, the largest issue for a state company on the bourse.

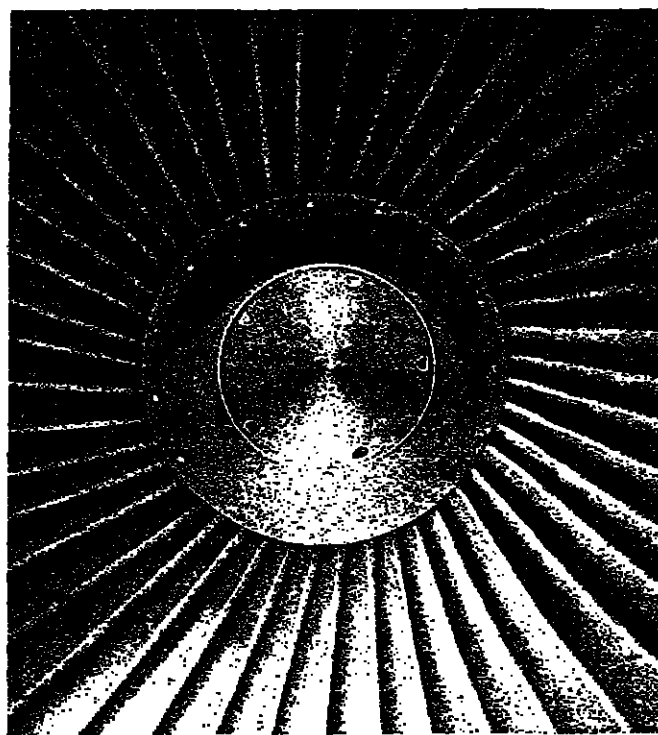
The Government says it is determined to force the state sector to be less dependent on huge cash hand-outs. It still needs to develop a more coordinated privatisation policy and more importantly, needs to reduce the degree of political horse-trading which goes on in the three big holding groups.

Italian state companies are still in many cases fettered by political parties which regard them as sources of patronage and jobs. This will have to change in future if real industrial progress is to be achieved.

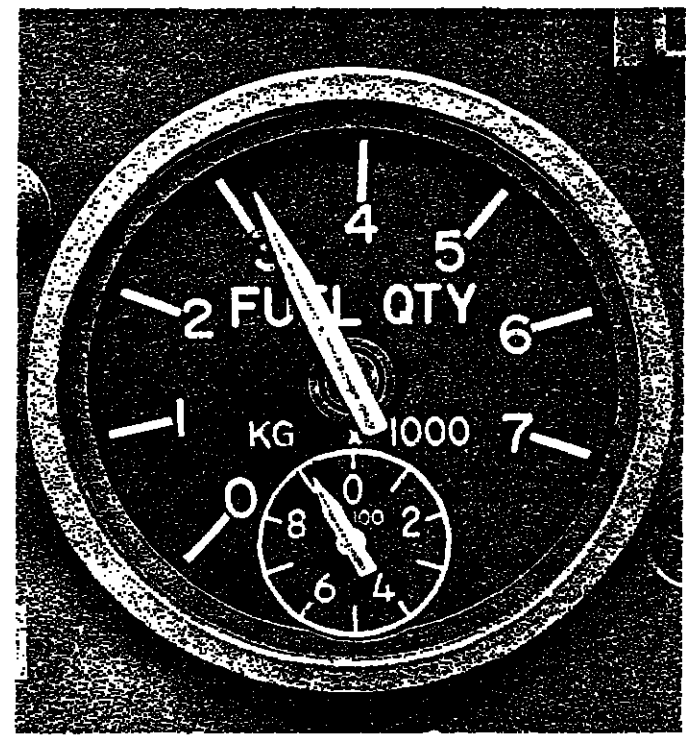
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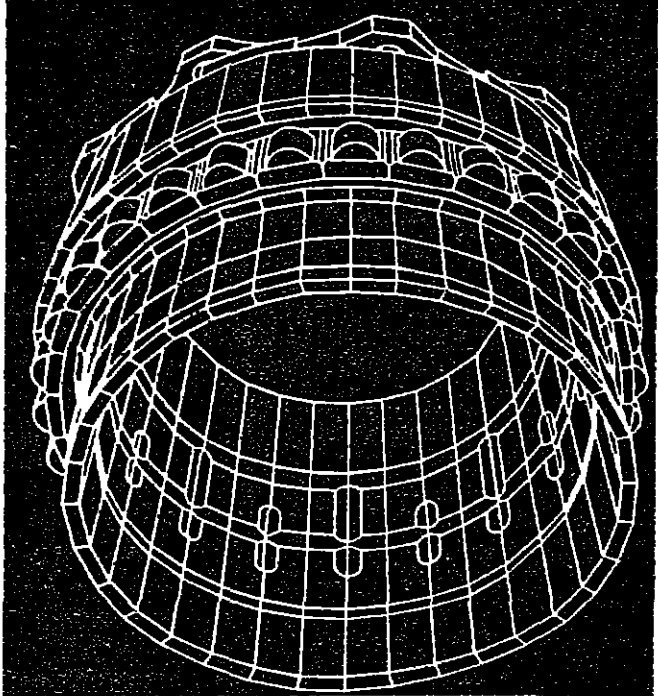
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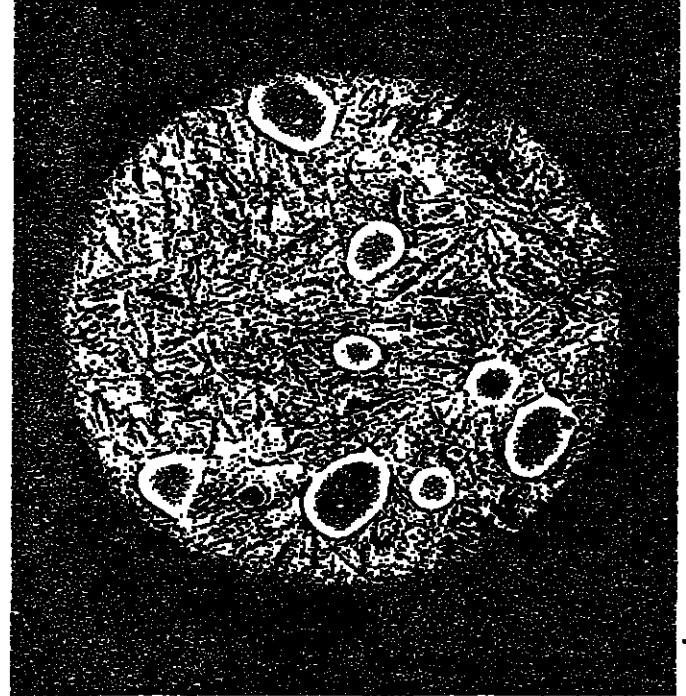
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Ansaldo, one of Italy's major industries, founded in Genoa in 1853, is now the leader of a sector comprising six companies of the IRI-Finmeccanica group, with 9 plants, 2 study centres and a work force of more than 16,000. Ansaldo specializes in the design, engineering and supply of systems, machines and electric and electronic equipment for energy, transport and large sized systems. Over 35% of the orders acquired come from abroad, and Ansaldo is a well-known name throughout the world, with companies and offices in all the most important international markets.

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The SIV Group, headed by EFIM, is the biggest industrial complex for the production and transformation of flat glass in Italy and is among the most important in Europe. The Group employs 3,500, has sales of 300 thousand million Italian Lire (of which about half is export), 10 production and service companies and has been in a break-even or profit situation since 1975.

The Ministry responsible for State Participation in Industry has recently given SIV the responsibility for leading the public sector glass industry by assigning it the control of a number of companies operating in this sector and whose stock was previously held by other Management Boards for State Participations.

The Group has a rather varied product range, from the production of 260 thousand tonnes of base material per annum to the transformation of glass into high technology products for the car and building industries and in the field of energy saving.

The car industry takes the greatest share, with an annual

production of 3 million components that include laminated and differentially tempered windscreens, heated rear windows, flat and curved side windows, tinted athermic windows, windscreens with built-in radio aerials and sun-roofs. These high quality products are supplied to some of the main European car makers: Fiat, Alfa and Lancia in Italy; Renault, Citroen, Peugeot and Talbot in France; Volkswagen, Mercedes, BMW and Audi in Germany; GM and Volvo in Belgium; Jaguar, Austin Rover and Vauxhall in Great Britain; and, lastly, Volvo in Sweden. SIV holds 25% of the automobile market in Europe (with interesting prospects elsewhere) and has recently won a number of orders. One is from GM, USA, for the supply, over four years, of windows for 50,000 Camaros, the new American top of the range model styled by Pininfarina. Another is for Russia and the American Chrysler and A.F.G. for the supply of a turn-key plant for the production of car windows.

Stimulated by the world energy crisis, SIV has developed glass

products for the building and energy saving markets. The Group now produces fiber for thermal and acoustic insulation and reflective glass, which it produces in the only plant in Italy for the laying of metallic coatings on glass under vacuum.

Many buildings using SIV special reflective glass have been constructed in Italy. Milanofiori, one of the more interesting recent developments in Italy, and indeed in Europe, is but one example. SIV glass is also used in many buildings abroad - in France, Great Britain, Greece, South Korea, Hong Kong and Australia. Recently, 38 thousand square meters of reflective glass were supplied for the Elf Aquitaine skyscraper in Paris. In fact the Group has created a product range which is able to foresee and resolve the most up-to-date and diverse needs of the construction industry with products such as float glass, clear and coloured mirrors, laminated and armoured security glass and low-emissivity reflective glass for energy saving.

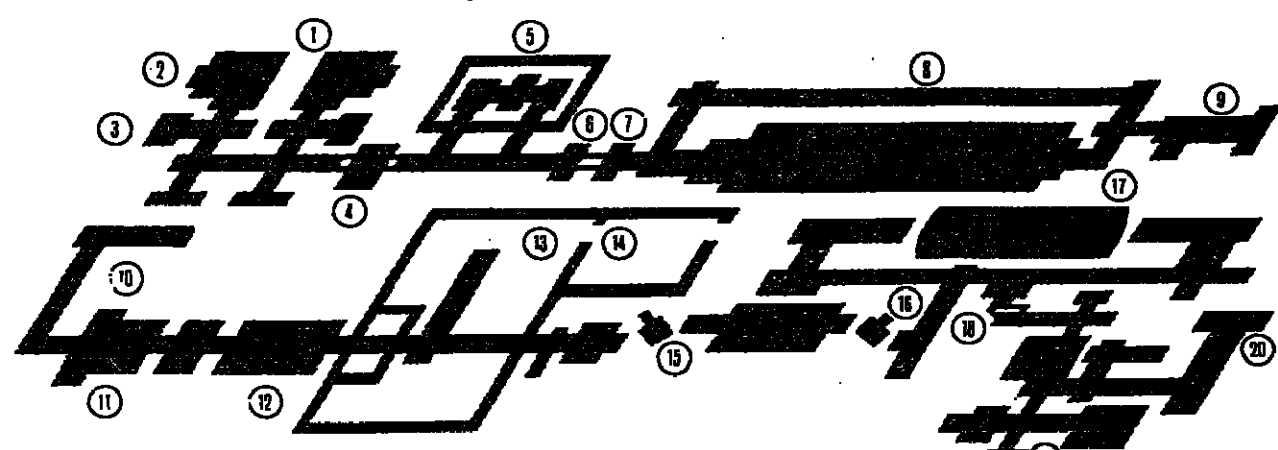
All this has led to SIV's expansion in both the domestic and international markets. As

a result the original production unit has been joined by those of Ilved of San Salvo that produces mirrors and laminated glass, Vetropac in Settimo Torinese for car windows, Società Vetri Speciali in San Salvo for reflective glass, Italsil in Melfi for silicon sand, Flovetto in San Salvo for float glass, Scovier in Aniche for solar collectors and two marketing companies, SIV Deutschland in Frankfurt, and SIV France in Paris.

With a view to implementing its new international strategies, SIV has, in the past 2 years, built up an Engineering Division which has already enjoyed success in many markets. This Division is able to offer complete plants, from planning to finished product, which are highly innovative and suitable for all glass production requirements.

In summary, this is a profile of a Group that is part of the Ministry of State Participation's holdings. It is a Group that is already in the public eye and recognized by those working in the industry because of its industrial strength and product range which faces the reality of international markets.

BLOCK DIAGRAM OF AUTOMATED PLANT OF WINDSCREENS



- 1) Loading the flat sheets
- 2) Cutting to size
- 3) Grinding the edges
- 4) Washing
- 5) Silk-screen printing
- 6) Pairing the sheets
- 7) Loading the paired sheets on to the moulds
- 8) Shaping in the furnace
- 9) Automatic unloading of the shaped sheets
- 10) Automatic loading of the shaped sheets
- 11) Washing
- 12) Drying
- 13) Formation of glass-plastic-glass "sandwiches"
- 14) Laying the plastic interlayer
- 15) Removal of air from inside the sandwiches and sealing of edges
- 16) Automatic loading of surge tank
- 17) Surge tank
- 18) Automatic unloading from surge tank
- 19) Quality control of glass and automatic product selection
- 20) Packaging

Italian Engineering 2

Borrowing climate improves

Finance

ALAN FRIEDMAN

CORPORATE FINANCE for Italian companies, whether they be in the engineering sector or not, remains less developed than in other western economies. The simple reason for this is that the Italian financial system, with its curious mix of a largely state banking sector, a small stockmarket and a lack of real merchant banking or venture capital traditions, is itself less developed than in, say, the UK or the U.S.

High interest rates, kept that way by the Italian Government's annual \$30bn public spending borrowing requirement (and the need to finance the public budget deficit through means of Treasury bonds) provide another obstacle to easy bank borrowing. The domestic corporate bond sector is not active and only the larger companies seem willing to approach the equity market for finance.

These are the problems. The good news is that slowly but surely the situation is altering, even improving. Investors from both Italy and abroad have been pouring money into the Italian market, which despite having only 130 quoted companies, is enjoying a spectacular boom this year.

The biggest corporate names such as Fiat, Pirelli, Monte-

dison and others are now more willing to tap the bourse or the Eurobond market for cash. In the state sector—and it should be remembered that some of Italy's most important engineering companies are state-owned—the trend is toward raising funds through partial privatisation on the stockmarket.

What is happening in Italy is that a country which lacked a corporate finance or merchant banking tradition is beginning to nurture one. The Bank of Italy in particular has been supplying boosts for the past couple of years, while comparative newcomers such as the Milan-based Euromobiliare (founded in 1973) are actually preparing to bring new companies to the bourse and to take equity stakes in them.

Euromobiliare is the investment bank which brought Danieli, the steel mini-mill maker, to the stockmarket. It also had a hand in the flotation of 20 per cent of Saipem, the state oil and gas pipeline company, and drilling company which raised L120bn (U.S.\$62m) with a share offer last year.

Fiat, the largest private sector conglomerate in Italy, broke records last year with a L675bn share issue, the largest in the history of the bourse. But few companies have the drawing power of Fiat and it must be said that even medium-sized companies tend to be reluctant to dilute equity control through a stockmarket offering.

This reluctance is most com-

mon among family-owned and family-run companies. Trying to convince many of Italy's most innovative and wily businessmen to raise capital through a share issue—or even by selling a part of the company's share to private investors—can be roughly akin to conversation with a brick wall.

Take the example of Sig Pierluigi Strepavara, whose family owns 100 per cent of his precision engineering and machine tools company. Sig Strepavara is among the more cosmopolitan of Italy's businessmen, himself president of the UCIMU national machine tool association.

Family company

When asked about the cost of bank loans (his company has L6bn of debt, against L6.7bn of share capital) he complains along with every other businessman. When asked if he would consider a share offer, he shakes his head.

"No, we are a family company. We wouldn't go to the bourse. We in the family can take decisions here in ten minutes. That would not be possible if we had outside shareholders."

Or perhaps Sig Ugo Gussalli Beretta, managing director of the famous Beretta arms company located north of Brescia: a broad grin appears on his face when asked whether Beretta's heavy capital investment programme would not be served by finance from an equity issue.

Firstly he points out that the Beretta family only owns 67 per cent of the company, having sold a third to Belgium's Fabrique Nationale de Liège (FNL) ten years ago.

"How could we show such small profits with outside shareholders? The family and FNL holders, in company development at the expense of profits," he comments, adding that as far as Beretta is concerned there is no need and no intention to approach the bourse.

"We get offers from bankers, but we say no," he adds. The result of this attitude is that many companies, including Zanussi, the home appliance group which lured from crisis to crisis while owned by the Zanussi family, remain chronically undercapitalised. Zanussi is now being recapitalised, having been taken over by Sweden's Electrolux.

High interest rates, a lack of interest among families who run companies and an underdeveloped capital market—these are the components which conspire against UK-style corporate finance. "These people have a long way to go. They've got no venture capital," said one Californian financier recently upon his arrival in the south of Italy.

For the major companies, finance is flexible. Pirelli has just launched some convertible Eurobonds in dollars, sterling and Deutsche marks. But for lesser names it could be a while, perhaps five years or more before Italy can boast the kind of corporate finance available in London or the U.S.

Prospects of more mergers

Motor Industry

JAMES BUXTON

TWO SETS of negotiations which have been going on in secret for months with the giants of the U.S. motor industry highlight both the strengths and weaknesses of Italy's leading car producers.

For Fiat the possible merger of its car subsidiary Fiat Auto with Ford Europe would crown the triumphant recovery of Italy's leading car producer. For Alfa Romeo, on the other hand, a deal such as has been mooted with General Motors is seen as one of the few solid hopes for the future of the perennially loss-making company.

The recovery of Fiat since 1980 is not only a text book example of a company pulling itself together after several years of demoralised management, but also a turning point in Italy's post-war economic history. The story of how Fiat got a grip on its labour force, poured investment into factory automation and rebuilt its marketing network on sounder lines is well known.

The payoff came in 1983, when Fiat Auto made its first profit — a modest L50bn on sales of L11,307bn. Last year its profits went up to L235bn on turnover that rose 14 per cent to L12,875bn. In both 1983 and 1984 Fiat won the second largest share of the European car market — 12.7 per cent in 1984, just a whisker behind Ford with 12.8 per cent.

Part of this strength was due to the Fiat Uno, the superb small car which Fiat launched early in 1983 and which was for a time the best-selling car in Europe. The Uno allowed Fiat to push its share of the Italian market up from 44.5 per cent in 1982 to 47 per cent in 1983, although in the first six months of this year it was down at 43 per cent.

Boosted

On the other hand, Fiat Auto's share of the Italian market has been steadily boosted by the rising sales of Fiat's Lancia/Autobianchi subsidiary whose market share rose from 7 per cent in 1982 to 8.6 per cent last year, and 9.3 per cent in the first half of this year.

Lancia/Autobianchi is benefiting from a new stream of attractive new models, the most recent of which is the Y10, a smarter and smaller version of the Uno. Thus the Fiat group's total market share was 52.2 per cent in the first half of this year, compared with 51.6 per cent in 1982, by far the highest share of a domestic market held by any European car maker.

The Fiat group's confidence in its future and in its knowhow is demonstrated by its new engine plant at Ternoli in south-east Italy. In this astonishing plant the FIRE (fully integrated robotised engine) 1,000 cc engine is assembled, checked and tested entirely by robots and computers. For an investment of nearly \$400m, Fiat is getting engines made in only 107.5 minutes, against 231.5 minutes in its older factories. The Ternoli plant is reckoned to be the most modern in the world.

This year is the 75th anniversary of Alfa Romeo, but the year does not seem to be a very happy one for the company that

bears one of the most glamorous names in Italian motoring history. Despite serious efforts over the past few years to modernise production methods, reduce mining levels and improve the model range, the company last year trebled its losses to L 97.8bn on sales of 3,100bn.

Alfa's share of the Italian market rose last year to 7.3 per cent, compared with 6.6 per cent in 1983, thanks to its new small models, the Alfa 33 and the Arna, the latter the fruit of a once controversial joint venture with Nissan of Japan. But in the first half of this year Alfa's market share went down again to 6.5 per cent, while in Britain, probably Alfa's most important overseas market, sales have dropped drastically since neither of the new models has found favour in the UK.

This year Alfa has brought out two new models in the larger range—the Alfa 90 and the Alfa 75, but attractive as these cars are, nothing can conceal the fact that Alfa has too high a breakeven point for its operations in the high performance saloon section of the market which is its home.

Recently Mr Lee Iacocca, the head of Chrysler, said that it would be a five-year job to bring Alfa Romeo back to health. It was not one that he intended to take on himself, he indicated.

Yet it is to the U.S. giants that both Italy's major car makers are now looking. Fiat has been in serious talks with Ford Europe for all this year in an effort to find the formula

MOTOR INDUSTRY (Lbn)	
Fiat Auto	3,100
Ford Europe	2,900
Lancia, Ferrari, Autobianchi	1,100
Alfa Romeo	1,000
Mercedes	1,000
Volkswagen	1,000

for a joint venture that might create what would be easily the biggest car company on the continent.

Any kind of merger between the two companies would be extremely complicated, especially as Ford has quietly talked recently of reducing its own car-making capacity in Europe. One difficulty seems to be the question of who, if anyone, would lead the joint venture: at the Fiat annual meeting this month Sig Gianni Agnelli, Fiat's chairman, said pointedly that Fiat had better productive systems than Ford Europe and more experience in small cars. Ford Europe is, however, the bigger company.

The question of leadership is important not just to Fiat itself but to the Italian political and business establishment where senior figures have expressed their dismay at the idea of control of the Italian motor industry passing out of the country—for example to, as has been rumoured, a 50-50 joint venture of the two companies to be based in Paris.

From the most recent statements of Fiat it seems unlikely

that any deal will be signed for several months.

Alfa Romeo, meanwhile, is talking to General Motors about the possibility of a joint venture with the U.S. company's Pontiac division.

It has even been suggested that GM might buy a small stake in Alfa and obtain a seat on the board of directors. That followed reports that Alfa had had talks on collaboration with other manufacturers, notably Volvo and BMW. For it is clear that for Alfa Romeo's parent, the IRI-Finmeccanica group, the car company which has lost almost L50bn in the past five years, is a major source of worry and that what might seem to be political taboos may have to be breached to save the state the frightening burden of Alfa's losses.

The present political row over the privatisation of IRI's assets, which broke out when IRI tried to sell SME, its foods subsidiary, to Buitoni, will not have increased private sector companies' enthusiasm for taking stakes in Italian state-owned concerns.

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Italian Engineering 3

Alarm bells are ringing

Machine Tools

ALAN FRIEDMAN

ITALY'S machine tools industry is one of the most advanced in Europe, ranked as the fifth largest producer in the world (with L.1,750bn of sales) and is a successful competitor on the world market, selling 56 per cent of its total production outside of Italy and ranking also as the fifth most important exporter in the world.

Why, then, have there been signs of alarm expressed by officials of UCIMU, the national machine tool makers' association, in recent weeks? The answer to this question involves four key concerns:

- There are fears, shared by West German machine tools companies, that Japanese competition is proving a serious threat to Europe's industry;
- The Italians are worried about a slump in domestic orders, some 21.4 per cent in the three months to June 30 this year;
- Italian companies fear the possibility of U.S. protectionist measures and discrimination by Pentagon contractors against foreign machine tools products;
- Despite having made big advances in factory automation, UCIMU says there is insufficient investment in new technology at present.

In addition to this list of concerns there is a more domestic Italian problem: after machine tool customers received more than L.1,500bn of government grants (providing up to 25 per cent of the purchase price of machine tool equipment), the law has now lapsed and the stimulus to orders has been removed. UCIMU describes this situation as "without a doubt alarming" and points out that in the fragile recovery which has followed these years of crisis, more incentives are needed.

Concern over Japan, which is the world's largest producer (with \$4.7bn), was expressed last month when Sig Pierluigi Strepavara, president of UCIMU, called Japan "one of the causes of the crisis in other countries." He said that European companies did not receive the same kind of massive

investment in technology and automation as Japanese counterparts.

As for Italian domestic problems, these reflect a lack of fresh investment in the past few months. Italy's total machine tools output, while improved over 1982 and 1983, last year only just got back to 1981 levels.

While Italy is the home of avant-garde robot makers such as Fiat's Comau subsidiary and Bernardi of Brescia, Sig Strepavara feels that there is a lack of co-operation among many of the 400 companies which constitute the Italian sector, employing a total of 28,500 workers.

Trade measures

Another concern is the prospect of trade measures by the Reagan administration which could harm the Italian industry. He said that there was already evidence that U.S. defence contractors are steering clear of foreign machine tools equipment. Last year Italian machine tools exports to the U.S. totalled \$52m, or roughly 10 per cent of total machine tools exports.

Industry leaders in Italy say that the lapse of the incentive law and the inability of companies to agree on co-ordinated modernisation plans will mean that the Italian sector could risk falling behind.

More promising, instead, are Italian achievements abroad. UCIMU, already a vigorous and well-funded association at home, has succeeded in forging new ties with China. About 50 Chinese engineers were brought to Italy for training in 1982 and now UCIMU is helping to develop a training centre near Beijing. Some L8bn of machinery has been installed in the centre, which Sig Strepavara describes as "a showroom for Italy."

Then there is the continuing success story of Comau, the Turin-based Fiat subsidiary which has supplied major U.S. car companies and components manufacturers. Last month Comau said it had won a \$60m order to provide automated assembly lines for the making of aluminium cylinder heads at two Chevrolet plants in the General Motors network.

In terms of exports, France remains Italy's primary market,

and the EEC as a whole takes close to one-third of total Italian exports. When non-EEC countries in Western Europe are added along with East-bloc countries, the European total rises to 50 per cent of Italy's machine tool exports. The next biggest market is the Far East, which buys 18 per cent of Italian exports.

The main challenge now, according to Italian companies, is to market more aggressively abroad in order to compensate for the drop in domestic orders. This will not be easy, but Italian companies are none the less making a push. The problem is that the most internationally-orientated Italian machine tools companies are the top 40, which together account for half of annual total sales.

The big names (Comau, Bernardi, Mandelli) will be fine, but unless dozens of smaller companies, which may employ between 20 and 50 workers, seem set for a difficult year. This is not necessarily a bad thing, as some industry officials confide privately.

"We need rationalisation, we need to see the technologically advanced companies prosper and the provincial ones, well, they could have trouble," was one industrialist's realistic comment.

The implication is that at least a part of Italy's machine tools industry, although fifth largest in the world, could be in for troubled times.

MACHINE TOOLS		
Year	Sales (Lbn)	Exports
1981	1,739	904
1982	1,560	880
1983	1,535	900
1984	1,750	980

TOP FIVE COMPANIES (Lbn)		
Name	Head-quarters	Turn-over 1984
Comau	Turin	579.8
OCN (Gillivetti)	Ivrea	126.3
Mandelli	Piacenza	57
Rambaldi	Turin	40
Bernardi	Brescia	39

Tougher fight to stay out in front

Systems Electronics

ANDREW FISHER

IN TREE fields of factory automation, military systems, and advanced equipment for the home and office, Italy's electronics companies have developed a spread of products that has taken them far beyond their limited home market. Italian-developed systems are sold in a wide range of foreign markets and Italian companies have links with a number of major foreign groups. Perhaps the most striking example is the deal signed by Eltag (part of the state-owned IRI-Stet group) late last year with the mighty IBM of the U.S.

Eltag, a specialist in factory automation and part of the Selenia Eltag grouping within IRI-Stet, aims to have the joint venture with IBM ready for business next year. Selenia, for its part, also has a collaboration deal with Babel of the UK in the military side.

In one of its niche markets, automatic postal sorting, Eltag teamed up with Pitney Bowes on a key \$150m contract won in 1982 to make equipment capable of handling 50m items of mail a day. Pitney Bowes made the machinery, while Genoa-based Eltag took royalties.

A contract like that is worth much in prestige to a European company. Fata, the Turin-based company which is owned by Babcock International of the UK, also gained a valuable foothold in the U.S. with its \$12m order to provide automatic guided vehicles to two General Motors plants in the U.S. late in 1984.

It hopes to win more business for AGVs—flat-topped vehicles which carry materials around factories, guided by wires in the floor and controlled by computers—as GM boosts the efficiency of other plants. Last month, the Comau subsidiary of Fiat announced an \$80m deal to supply GM factories in North America with automated assembly lines for cylinder heads.

In the international rough and tumble of the electronics business, Italian systems have thus developed a firm reputation. Even so, the sector is not always profitable for the companies and the financial and management struggles to stay in the forefront are fierce.

The start-up budget for the Eltag-IBM tie-up, in which the Italian company will have 51 per cent, is L10bn (nearly \$4m). It will use the experience of three companies within Eltag, as well as the software skills of IBM Italy, which took a year before deciding to go ahead with the agreement, said Dr Antonio Cacciavillani, Selenia's chairman.

Integration

"This is a unique case and a good demonstration of our technical capabilities," he added. The idea is that client companies will be able to integrate existing equipment into complete automation systems, with full systems being offered later.

By the end of the year, the venture will employ around 100 people, with between 300 and 400 in two years in systems, engineering, design and software. This will not include the production side. The deal was based on three of its companies, namely DEA, which manufactures robots and machines, SAIMP, a machine tool manufacturer, and Italcad, a computer-aided design company.

The main thrust of the Eltag-IBM company will be directed at medium-sized Italian companies, but the export market will also be attacked. Concerns in the household appliance, automotive, electrical, and engineering sectors will be obvious targets.

Because of problems with two companies (including SAIMP) which it took over from within the IRI group, Eltag's profits last year fell from L10bn to L5.5bn. But losses on the two awkward subsidiaries are being reduced during 1985.

Eltag's profits showed a sharp 37 per cent jump last year to L20.6bn, with 65 per cent of its near L600bn of sales representing exports. For the whole Selenia Eltag group, orders at the 1984 year-end amounted to L3,100bn, around three years' work.

At present, some 60 per cent of the group's business is military, but Dr Cacciavillani said the aim was to achieve a 50-50 balance. The R and D expenditure of both concerns was being merged so as to avoid overlap, he added.

Both companies began by making equipment for military purposes.



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Anxiety over Japanese pricing

Plant & Chemical Engineering

ANDREW FISHER

"WE ARE NOT a charity company, we want to make a profit," said Dr Duilio Greppl, chairman of Snamprogetti, one of Italy's leading civil engineering and plant construction groups. Snamprogetti does earn profits—quite handsome ones, in fact. But the market for large-scale prestige projects around the world has slackened in recent years and competition for what remains is fierce.

Companies like Snamprogetti, part of the ENI state energy group, are scrambling more and more against Japanese, South Korean and other rivals in the scramble for new business. Italmipianti, the steel plant specialist, and Sidipem, which works with the energy industry, also face harsher market conditions.

Dr Greppl said that Japanese groups had obtained two contracts for fertilizer plants in Thailand and Indonesia recently. Since, he claimed, they were pricing at levels below European costs, "how can they support these losses?"

Still, there is enough business

around to keep Snamprogetti and other Italian majors in the sector such as Italmipianti in healthy profits for the moment. Last year, net profits of Snamprogetti more than doubled from L15.7bn to L39.2bn (£15m).

This year, Snamprogetti is hoping for a further increase, said the jaunty Dr Greppl. But profits are having to be earned from a larger number of small contracts since the age of mega-projects has virtually ended.

One frustration for companies in the industry is the time taken to land big orders. Italmipianti, part of the state-owned IRI-Fininvest has been negotiating a L2,000bn steel tube plant contract with the Soviet Union for the past year or so, as well as a similar, but smaller, L500bn deal in China.

Right on its own doorstep, Italmipianti hopes to participate in efforts to upgrade the port of Genoa to the modern

container age, with a L500bn project at nearby Voltri involving new port and airport facilities.

Now approaching the end of a slowdown in orders, Italmipianti carries out some 80 per cent of its work outside Italy. It recently opened an office in Hong Kong to try and gain better access to the market which is steadily opening in China.

Like their competitors around the world, the Italian plant manufacturers have had to adapt their product and marketing approach to keep up with the fast changing scene.

Snamprogetti used to be heavily committed to oil and related sectors until the early 1970s, since when it has moved into the construction of fertilizer and textile plants, as well as airport planning and design.

In India, one of its long-established markets, where it tries to sub-contract large chunks of business locally in rupees, it is currently trying to win another fertilizer contract. This time, it has run into some embarrassing political controversy.

For Mrs Sonia Gandhi, the Prime Minister's wife, comes from Italy. Dr Greppl emphatically countered any suggestion that this would benefit Snamprogetti, which has progressively raised its turnover price for the combined gas pipeline and fertilizer plant (six in all) project to some \$630m, citing lower pipe and other costs.

Italmipianti has had to branch out of its specialist in steel plant into such areas as food processing. It also builds desalination, sewage and waste treatment plants. Last year, it raised profits marginally to L21.3bn.

Operating in the volatile energy sector, Sidipem, also a subsidiary of ENI, has taken comfort from the fact that it has suffered less than some of its rivals. It even broke into the U.S. market recently by winning a \$35m drilling contract in the Gulf of Mexico for a consortium which includes Agip of Italy.

"The market has been very erratic in the last few years, but it is picking up," said Mr Dario Dall'Aglio, head of marketing. Net profits dipped very slightly last year to L39.5bn (using figures produced for the U.S.), with virtually all of its business abroad, mostly from the Middle East and North Africa.

With the proceeds of last year's share flotation, the company intends to investigate long-term opportunities in the ultra-deep waters of the Arctic. Sidipem is a world leader in the laying of pipelines on the seabed and on land, as well as in drilling and other offshore work.

TOP THREE COMPANIES (Lbn)		
Company	Head-quarters	Turn-over 1984
Saipem	Milan	1,339
Italmipianti	Genoa	1,039
Snamprogetti	Milan	907

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MACHINE TOOLS

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Italian Engineering 4

Uncertainties over projects cloud outlook for sector

Aerospace
JAMES BUXTON

THE ITALIAN aerospace industry is in a state of some uncertainty. The future of the biggest company, Aeritalia, is somewhat clouded by the uncertainties about the European Fighter Aircraft Project (EFA). Agusta, the second biggest company, is still heavily in the red.

Last year the industry's total sales rose only from L3,600bn to L3,900bn—a decline of two per cent in real terms. Of this, imports accounted for 63 per cent—some L2,500bn, 1 per cent less than in 1983. Fixed investment continued to decline, as it has since 1981: in 1984 it was L230bn against L255bn in 1983.

Yet Aeritalia, through an eclectic set of international

alliances, has good prospects in both the civil and military fields. More worrying is the future of Agusta, with its helicopter business in recession and some of its subsidiaries giving rise to concern.

Aeritalia is the only airframe company of its size not to have joined the European Airbus project. At the time the Airbus consortium was formed, it was short of money and was already developing links with McDonnell Douglas of the U.S. Now, nearly 20 years after Airbus was created, Aeritalia's links with U.S. industry are so strong and so promising that Sig Renato Bonifacio, Aeritalia's chairman, sees little chance of a change of policy.

Instead of building the Airbus A300 and A310, Aeritalia has made parts for some 1,200 McDonnell Douglas DC8s and for 400 DC10s. It is committed to work on the McDonnell Douglas MD 80, the successor

of the DC10, for which it has developed part of the tail in carbon fibre. And it is also a participant with Boeing in the 767 project for which it is fully responsible for the control surfaces and radome.

In May, Aeritalia announced an agreement with McDonnell Douglas to study the application of the fast-developing propan technology to the MD 80. If the highly economical and quiet propan can be developed successfully and fitted to airliners, today's by-pass jet airliners—of which the Airbus A320 is the most advanced—could be threatened, and Aeritalia could find itself one of the European leaders in a technology in which Airbus has so far shown little interest.

Tornado project

Aeritalia's major defence industry project is its 15 per cent participation in the Panavia

Consortium which builds the Tornado strike aircraft. But the Tornado project is now 60-70 per cent complete and will run down in the next few years unless there are any new orders, and Aeritalia will need a new major project.

Aeritalia would be Italy's major participant in the EFA project. But with EFA now considered clinically dead as a five-nation project, the question is what the four countries who disagreed with France—Spain, West Germany, Italy and Britain—will now build?

Both their industries and their air forces agree on what they want—a rather heavier and more powerful aircraft than the French—but the final decisions will be political, and much depends on what West Germany decides to do.

Sig Bonifacio has made it clear in public that he believes the Panavia Consortium should build a new fighter for the air forces of the three or four countries. He is particularly keen to strengthen ties with British Aerospace in this and

other fields, even though BAe poses some threat to Aeritalia's domestic market through its bid to sell to the Italian navy its Sea Harrier short and vertical take-off jet.

Aeritalia is building its own light tactical support aircraft, the AMX, in collaboration with Aeromacchi, a privately controlled aerospace company in which Aeritalia has a 25 per cent stake, and with Embraer, the Brazilian aerospace company.

Italy and Brazil will be buying a total of 270 aircraft, which uses a version of the Rolls-Royce Spey engine and is a relatively simple yet high performance aircraft which ought to be well adapted to markets in developing countries. The first AMX will be delivered to the Italian air force in 1987.

The Italian company is not, however, eschewing collaboration with France. On the contrary, it is a 50-50 partner in the programme to build the ATR 42, the twin turbo-prop commuter aircraft, with Aero Spatiale of France. So far, 90

ATR 42s have been ordered. In a switch of ownership within the Italian state industrial sector, Aeritalia recently took over control of Alfa Avio, the aero-engine subsidiary of Alfa Romeo.

Probably the most important outcome of this rationalisation is that Aeritalia is now part of an agreement with Fiat Aviazione and other companies to develop, with General Electric of the U.S., the T700 helicopter engine. The jet engine could be used in the EH-101 naval helicopter which Britain's Westland is building with Agusta.

Aeritalia's profits more than trebled last year to L17bn on sales of L1,164bn. Agusta, on the other hand, lost L120bn at parent company level on turnover which, at the time of writing, it had still not revealed. The company went through a crisis in 1983-84.

Agusta was the creation of the Agusta family and built up its fortunes building helicopters under licence from the big

U.S. manufacturers, Bell, Sikorsky and Boeing.

Its first fully in-house design was the A109, a transport helicopter. From that, it went on to the A129 MongOOSE, an anti-tank helicopter whose development cost L700bn. Here, however, Agusta's problems began. The mistake told when it came to sell it.

The high cost of the A129 was one of a series of blows to rain upon Agusta. In the early part of the 1980s its once-booming market in developing countries, all but dried up, but the company continued producing helicopters for stock.

Under-capitalised as many Italian companies are, it borrowed heavily in dollars and built up debt of more than L800bn—about the same size as its turnover.

The crunch came in 1984 when some senior managers left the company, and Agusta finally faced up to the fact that large scale lay-offs were essential. Some 4,000 of the company's 10,500-strong workforce were laid off for at least three years.

The group was recapitalised with Eim, the state industrial holding company, putting in new capital—thus pushing the Agusta family stake down to only 9 per cent.

Count Corrado Agusta, one of the best-known figures in Italian aviation, became only honorary chairman, his place at the top of the company being taken by Sig Raffaele Teti. Agusta is now gradually resolving its problems. It is

TOP FIVE COMPANIES (Lbn)			
Name	Headquarters	Turnover 1984	1985
Aeritalia (IRI)	Rome	1,201	1,164
Agusta	Milan	208	120
Oto Melara	La Spezia	778	778
Selenia-Elsag (IRI)	Rome	597	597
Fincantieri (IRI)	Trieste	458	458

going ahead with the EH-101, a large naval helicopter in a 50-50 joint venture with Westland—a project for which both companies have high hopes. It is in serious discussions with Westland and the British Government on a project to develop the A-129 for the needs of the British Army—and possibly for other forces. The collaboration with Britain is crucial to the future of Agusta. Agusta only draws 63 per cent of its turnover from helicopters, however. It also controls Siai Marchetti, a small fixed-wing aircraft-maker, which builds the S311 trainer and Caproni, a company best-known for its gliders. It has an important components division.

Agusta has taken the lead in creating a consortium of companies both in the Eim group and in the private sector to bid for contracts in the U.S. Star Wars programme, as well as in the less well-defined Eureka project.

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New thrust into
Nato marketsDefence
equipment

JAMES BUXTON

ITALY'S DEFENCE industry faces one of the most difficult challenges in its history. The markets in developing countries on which it thrived mightily in the 1970s are in many cases drying up.

It must therefore break more deeply into the highly competitive market provided by the Nato countries. To do this it must, in some cases, upgrade its product line and rationalise its somewhat diffuse structure.

The Italian defence industry comprises much of the country's aerospace industry, a good part of its shipbuilding industry, most of its systems electronics industry, some of its vehicle industry—and naturally includes a range of specialised companies making munitions and weapons which have no civil applications.

It has been calculated by Prof Michele Nones of the Centre of Defence Studies at Genoa University that the industry employs about 80,000 people and in 1982 accounted for just 5.6 per cent of total manufacturing industry.

In comparison with, say, the British defence industry, the Italian one is relatively small—Britain's accounts for almost 11 per cent of total output. But

whereas 42 per cent of Britain's defence output is exported, no less than 70 per cent of the output of the Italian industry's turnover comes from exports. And over the 1982 period no less than 96.2 per cent of Italy's arms exports were to countries outside the OECD.

For Britain, on the other hand, the equivalent figure was 83.3 per cent. Whereas Italy devoted only 5 per cent of its total research and development spending to the defence industry in 1983, the relevant figure for France was 37 per cent and that for Britain was 55 per cent.

For the basic difference between Britain and France, and Italy is that Italy has only a small defence budget—it is one of the lowest spenders on defence as a proportion of GDP in Europe—and therefore has only a small domestic market for defence equipment. In fact in 1983 the Italian internal market was estimated at \$1,458bn, while that of Britain was put at \$6,594bn.

These figures make the recent performance of the Italian defence industry all the more creditable. For despite its relatively small size and its division into many separate companies, none of which is of large dimensions, it has not only exported successfully but has found some niches in the market where it is a leader—in small ground attack aircraft (Aermacchi) for example, or fast, heavily armed frigates (the Lupo and Maestrale classes built by Cantieri Navali Riuniti) or in electronic counter-measures (the private sector company Elettronica).

Yet it became clear two or three years ago that times were becoming more difficult for the Italian industry. The decline in the spending power of the Opec members (notably Italy's leading arms market there, Libya) and the pressures of the IMF on the finances of many other developing countries—causing them to cut back on arms purchases—were two major factors.

Pressure

According to Professor Nones there is also pressure on arms producers from the fact that as the U.S. armed forces buy new equipment they are able to release onto the market second hand equipment of high quality, thus reinforcing the U.S. defence industry's export position.

Several countries are creating successful defence industries in their own right where before they were exporters of little or no importance. Countries such as Israel, Spain, South Korea, Arab, heavily armed frigates (the Lupo and Maestrale classes built by Cantieri Navali Riuniti) or in electronic counter-measures (the private sector company Elettronica).

Gradual realisation of these and other facts has produced over the past two years a growing reappraisal of how the Italian defence industry should be organised and developed for the future. The keynote of the speeches at many a conference on the subject is that the industry must be better coordinated, both at the level of government and at the level of the companies themselves.

But perhaps more important is that industry itself should correct its own inefficiencies and duplications. Here the fact that in many cases the state, through the ministry of state shareholdings and its holding companies, IRI and EFIM, controls most of the industry does not necessarily help, since the different defence companies represent the political interests of competing parties and factions.

Nevertheless some concentration and rationalisation has taken place. Oto Melara, part of the EFIM group, has made an agreement with Fiat under which the two companies, which are, inter alia, Italy's only makers of armoured vehicles are to co-operate in joint consortium to build a new battle tank for the armed forces and a heavy eight-wheeled armoured car mounting a 105 mm gun.

The country's two main producers of missiles, Oto Melara and Selenia, the latter belonging

BANCO
DI
NAPOLI

At the Annual Meeting held on April 30, 1985, the General Council of Banco di Napoli, presided by Prof. Luigi Coccioli, Chairman of the Board, approved the 1984 Balance Sheet, certified by Price Waterhouse S.A.S.

Aggregate available resources of the Bank totalled Lit. 36,147 billion (which is an increase of 21.3%, compared to 1983). Advances reached Lit. 26,022 billion (+30.4%). Specifically, the Bank's loans amounted to Lit. 18,964 billion (+34%), while the Special Sections financing to Lit. 7,058 billion (+21.6%).

The international activities of the Bank expanded quite remarkably, both domestically and through its foreign branches and the Luxembourg subsidiary Banco di Napoli International. The strengthening and the improvement of foreign activities of the Bank will be given a further boost in the near future. The opening of the London branch is expected to take place at the end of the year.

In the financial services field, the associated companies (BNB Meridionale Leasing and BNB Meridionale Factoring) achieved excellent results in terms of establishing themselves in the market and increasing the volume of business. In the near future, Sofiban Spa is planned to start working in the Italian investment trust sector operating two funds, namely BN Rendifondo and BN Multifondo. The Datitalia Processing Spa, working in the data processing sector, has had good results.

The Bank directed its efforts towards sustaining growth in Southern Italy by offering preferential interest rates and promoting the net inflow of mainly medium and long-term resources into the South from the rest of the country and from abroad. It also initiated a far-reaching program of internal reorganisation.

As far as the income profile is concerned, out of a gross profit amounting to over Lit. 379 billion, the Bank made a substantial allocation to the Staff Pension Fund, which with the help of balance adjustments will be brought from Lit. 275,1 billion to Lit. 1,000 billion. Financing this increase will take place over a period of three years. The net profit has been equal to Lit. 12,7 billion, compared to Lit. 8,5 billion for 1983.

Highlights
of the annual accounts
at 31st December 1984
(in billions of lire)

BALANCE SHEET	1982	1983	1984
Deposits and debt securities issued	21,526	29,800	36,147
Capital and reserves	505	614	624
Reserves for credit risks	331	484	636
Reserves for pensions and similar obligations	480	614	1,371
Advances	14,211	19,952	26,022
Securities	4,850	7,379	7,398
Short-term funds and liquid reserves	2,647	3,199	3,933
Fixed investments	680	767	915
Allocations to Employees pension Fund to be amortised	—	—	485
INCOME STATEMENT			
Gross income	3,391	3,855	4,768
Gross operating profit	237	264	379
Allocation to Employee Retirement Fund	37	100	240
Provisions and valuation adjustments	193	156	126
Net income	7	8	13

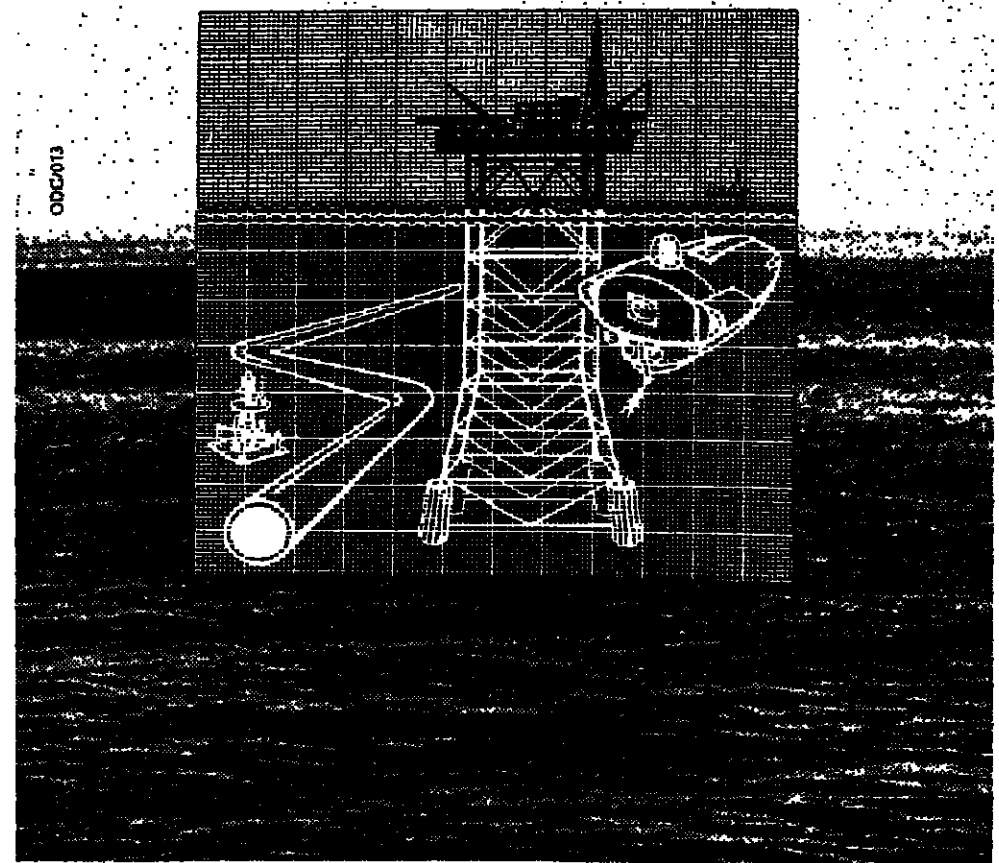
Internationalisation of the Bank's activity, interest rate differentiation in favour of Southern Italy, formulation of a Group strategy, company reorganisation: these are the salient features of the 1984 results.

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Italian Engineering 5

PROFILE: BRESCIA

Hard-working province

THE BRESCIANI are a phenomenon. Obsessively hard-working and innovative, the people of Brescia, 60 miles north-east of Milan and in the foothills of the Alps, have created one of the most heavily industrialised areas in Italy, if not in Europe.

As a result, unemployment is negligible and productivity impressive. The image of Brescia abroad is most closely associated with its steel and iron industry—there are roughly 100 private steel companies, most of which also make their own raw steel from scrap in electric arc furnaces. The best-known products are rods, bar and wire and also special steel. The Bresciani also specialise in mini-mills.

But Brescia is also the centre of Italy's arms business and the home of the venerable Beretta works, which this year beat U.S. competitors to win a U.S.\$75m contract to replace the Colt .45 and supply 315,000 pistols plus spares and accessories to the Pentagon.

It was Brescia, which today has around one-third of Europe's small arms market and a substantial stake of the rifle market as well, which as long ago as the 1500s was raising European monarchs.

Apart from steel and arms, Brescia is also host to scores of companies manufacturing machine tools, valves and fittings, metallurgical products, electrical and home appliance components, shoes, textile and clothing, cutlery, pewter, precision engineering products and car, tractor, industrial vehicle and earth-moving equipment components.

While the city of Brescia itself—bombed heavily in the last war—has a population of 250,000, the surrounding region has 1m inhabitants. In this area, east of Bergamo and west of Verona, there are no fewer than 30,000 industrial companies and an additional 60,000 small, often family, pieceworking entities.

Brescia is the home of Sig Luigi Leachini, president of the Confindustria Employers' Association (Italy's equivalent to the CBI) and also is the headquarters for Beretta, an important Italian producer of factory-produced weapons and robotised machine tool systems.

Fourth city
The productive output of the Brescia area is estimated at L2,900bn (\$12.4bn) and the city is the fourth largest in Italy in terms of industrial development after Milan, Turin and Genoa.

Brescia is a wealthy province, with local bank deposits of L9,000bn (\$4.9bn) collected in five local banks and 35 branches of other institutions. At a time when Italy is suffering an overall trade deficit, the Bresciani point with pride to statistics for 1983 (the last available) which show exports of L2,580bn and imports of L1,580bn. "We contribute, we play our part," says one industrialist.

The local ethic is Calvinistic, with a vengeance. Professor Nicola di Marco, a

Naples-born economist for the Brescia industrial association, explains the phenomenon this way: "For me the key explanation is social and cultural. The Bresciani do not work to live, they live to work. They have been like this for centuries—here the son of a rich man is made to work, just like the poor."

Even the Bresciani themselves will admit that their cultural make-up is skewed toward work. They are often referred to as "the Japanese of Italy" by other Italians. The Bresciani are workers, politically conservative and religious Catholics, fast-moving risk-takers (calculated risks of course) and perhaps just a bit on the miserly side.

Sig Giovanni Bassoli, chairman of Nuovo Sesto Ambrosiano in Milan, is a Brescia-born native who confessed recently a desire to return to his home "when my work here is completed." He rejects the workaholic stereotype as being less true than it used to be and adds: "We used to be thought of as the men from the valley who came to the city. Now there are Bresciani all over the world."

Foreign trade

This is true especially when it comes to exporting. A huge trade exists in the above-mentioned industrial sectors and little known to the rest of Europe the Bresciani supply components to many of the continent's best known car, home appliance and engineering companies.

Take, for example, the activities of the Brescia foreign trade association and its sister agency, Brescia Exports. Sig Giovanni Scorsari, secretary of the association, sits at lunch reeling off stories of export promotions which consist of using contacts in Europe, Africa and the Middle East to generate business.

"We use lists of bankers, diplomats, friends of friends and tennis partners to get work abroad," he explains, noting that since January of this year missions have travelled from Brescia to China, Sweden, the United States, Tunisia, Switzerland, West Germany, the UK, Egypt and Japan.

Another feature of the Bresciani is how quickly they adapt to and seek technology. Sig Pierluigi Strepavara, who is president of the Italian machine tools association and has a steel forging, precision engineering and machine tools company near Brescia, says his company spent L2bn on introducing an automated manufacturing system last year.

That was 7 per cent of his L25bn 1984 turnover. Sig Strepavara's company employs just 330 people but has important contracts to furnish Fiat's Fiat 127, the Fiat earthmoving equipment subsidiary, with components to supply Fiat's Iveco industrial vehicles division with axles and other components and to supply valves and other parts to GKN, JCB and Hattersley in Britain.

Progress proves slow

ITALY'S PLANS for nuclear power seem to be under fire from all sides. While progress in approving, building and commissioning nuclear stations has been too slow to satisfy the ENEL, National Electricity Corporation, and the industrialists, the environmentalists, represented most vocally by the Radical Party, are loudly protesting that too much has been done, or is imminent, without adequate safeguards.

Four years ago the first national energy plan (the PEN) announced an ambitious programme for nuclear power which foresaw a quadrupling of output in both the two quinquennia of the 1980s. From a very modest 500,000 tonnes of oil equivalent (mtoe) in 1980, nuclear energy production was expected to increase to 2 mtoe this year and to 8 mtoe in 1990.

Heavy and costly dependence on fuel oil for electricity generation (22m tonnes were burnt in 1980 from total electricity production of 42 mtoe) led Italy's energy planners to decide on diversification, emphasis being given to nuclear power. But an updated version of the PEN, published earlier this year, shows that the planners' dreams are far from coming true.

Nuclear's contribution this year is now expected to be only 1.5 mtoe, while at 4 mtoe in 1990 it will be one half of what was hoped.

According to the revised PEN, every 100MW of nuclear-generated electricity provide annual savings of L400bn (about \$212.5m) in the balance of payments, due to the lower imports of fuel oil. So it is hardly surprising that the authorities backed the nuclear choice and its hopes of a 12,000 Mw contribution giving 18 mtoe of annual oil savings by the second half of the 1990s. But the revised PEN now expects 1985's nuclear offering to be worth only about 8 mtoe.

Under Italy's nuclear programme six power stations should be built, each with two reactors and generating plant for 1000 Mw. At Montalto Di Castro, on the coast about 70 miles north of Rome, construction is underway on reactors using General Electric boiling water technology. It is expected that the plant will be commissioned before 1990.

Progress for the other five

power stations has however been slow. Although the site for the second, at Trino Vercellese in Piedmont, was finally authorised earlier this year, the procedures for approving the next sites in Lombardy and Apulia are only now starting.

The revised PEN notes that progress on the nuclear front is already showing a two-year slippage against the programme originally laid down in the PEN less than four years ago.

There is little enthusiasm towards nuclear power from inhabitants in those areas where stations are proposed. Vincenzo Vadacca, director of the thermal

is already sited. The existence of Coccone (840 MW), about 50 miles south-east of Milan on the River Po, has not been a stimulus or an encouragement to the acceptance of nuclear power at Viadana or San Benedetto Po, further downriver in the province of Mantua.

ENEL's report is now being evaluated by ENEA (the national authority for nuclear and alternative energy), and though a final choice of site is expected before the end of the year, bureaucratic wranglings could easily cause delays.

The chance of reaching agreement on site in Apulia, Italy's south-eastern heel, looks slender.

Ansaldo's interest in Italy's own domestic nuclear plans is understandably considerable. The competition in export markets for the design and construction of nuclear power stations is fierce.

The Genoa-based company, part of the IRI state holding corporation, is engaged on two projects outside Italy.

With hopes for new work abroad now resting on a joint Ansaldo-French tender for the El-Dabas project in Egypt, against a very tough bid from a Westinghouse-Mitsubishi consortium, Ansaldo is anxious that the nuclear plans laid down in the PEN should be realised.

One of the great advantages of the nuclear proposals in the PEN is that a single standard project is envisaged, using the Westinghouse PWR 312. Based on mature technology and standard components, there should be no gambling on the delays associated with working at the frontiers of technological knowledge.

Ansaldo engineers refer, however, to official "schizophrenia" which wants flexibility, particularly in order to be able to improve security as a result of incorporating new advances, at the same time as insisting on standardisation.

Standardisation ought to offer cost advantages. But there has been some super-heated discussion on the ENEL says that the L4,200bn proposed by Ansaldo for Trino Vercellese is too high by about L700bn.

In addition, the Radicals are up in arms against proposals by ENEL and ENEA to eliminate local involvement in deciding on where the nuclear stations should be.

Nuclear Engineering

DAVID LANE

reactor projects department at Ansaldo, the nuclear and energy engineering company, says that this unwelcome attitude is due mainly to the disturbance which arises from sites employing several thousands of workers, and the effect of their pay packets on local price levels.

Sig. Vadacca admits that nuclear power stations do little to add to local employment beyond the medium-term period of construction. Most permanent staff are generally recruited from elsewhere. So the upheaval caused by construction is not compensated by longer-term benefits of more and better paid jobs for locals.

But objections based on the disturbance factor are probably something of a blind. The dangers of nuclear catastrophe almost certainly rank much higher in the order of public concern. "People are now aware that every industrial activity has a risk," nuclear does not scare the public any longer," claimed Sig. Vadacca, rather optimistically.

Widespread aversion to nuclear power stations, particularly if they are sited on the doorstep, is an obstacle which ENEL is trying hard to overcome.

It is an uphill task. ENEL has completed its study of the two alternative sites in Lombardy, the region where the country's first large nuclear power station

Energy business boom

Oil & Gas Equipment

DAVID LANE

FOR A country heavily dependent on imported gas and oil, Italy is remarkably successful in making and selling equipment for the energy business. Representing about 20 per cent of total energy consumed last year, Italy's natural gas burn was 32bn cubic metres (bcm) of which 14 bcm came from indigenous fields and the rest in roughly equal shares from Algeria, Holland and Russia.

Imports of gas are forecast to rise. Dependence on imported oil, a source which supplied about 60 per cent of total

national energy needs in 1984, is even heavier. Yet this dependence of foreign supplies of gas and oil has itself perhaps been an important factor in determining Italian self-sufficiency in the design and manufacture of systems and equipment, and their positive contribution to Italy's balance of trade.

When ENI, the state hydrocarbons holding corporation, struck out for independence by creating its own relations with the oil producers in the 1950s and 1960s, it was challenging the oil majors both in terms of raw material supply and in exploration and development.

ENI companies Snamprogetti and Saipem have provided the backbone around which the manufacturing of energy equipment has formed and grown. Involved in consulting, engineering and prime contracting for oil, gas and petrochemical plant, as well as for onshore and offshore pipelines, Snamprogetti's work takes it some way beyond the corporate boundaries of ENI's own energy subsidiaries.

The same holds true for Saipem which has major international customers for its well-drilling and pipeline construction services.

Italian equipment suppliers have peddled Snamprogetti's innovative requirements not just in large drilling and pipeline-laying ships and barges, like Saipem Due and Saipem Castoro Sei, but also in the seemingly more mundane but highly critical area of welding.

Equipment requirements at Snamprogetti are somewhat different from its Saipem neighbour, on the ENI industrial/administrative campus at San Donato Milanese, on the southern outskirts of Milan. Last year the company spent \$275m on equipment in Italy and a further \$85m in buying from foreign suppliers.

Company executives estimate that about one third of total purchases were destined for refineries and petrochemical plant and a further quarter for pipelines, though not for the pipes themselves. Similar to Saipem, Snamprogetti reckons that some 80 per cent of its purchases must be made-to-measure rather than be bought off-the-shelf.

While the type of project determines the equipment, leaving aside metal pipes, then pumps, valves, turbines and compressors typically appear on the list of major items which have to be purchased. Snamprogetti names Nuovo Pignone as a principal supplier for all four items, stressing, however, that this is due to the range of products and the quality guarantees offered, rather than to the fact that the company manufactures a sister company within the ENI group.

Last year Nuovo Pignone had a turnover of about L1,000bn

(U.S.\$531.6m), maintaining levels achieved in the previous two years. Like Saipem and Snamprogetti, the company is profitable, albeit on a modest scale (L10bn in 1983, L17bn in 1984 and unofficially some what higher in 1984).

About 70 per cent of Nuovo Pignone's turnover comes from equipment and machinery sales, and these were mainly to the energy sector. Systems and equipment for chemicals, refineries and the nuclear sector accounted for less than one fifth of sales.

The split of sales between the home and export markets closely images Italy's dependence on imported energy, with about 85 per cent of production finding its way abroad.

Nuovo Pignone also has a small involvement in instrumentation and automation systems for the energy sector. Turnover from automation systems amounted to L15m in 1983 (less than 2 per cent of total turnover), the company obtaining orders for telecontrol systems for pipelines in Egypt and Iraq.

Stimulus

The ENI policy of buying Italian first is clear from Snamprogetti's own figures. Eighty per cent of its work is carried out on behalf of non-Italian clients, but 80 per cent of its equipment purchases are made in Italy. This factor, coupled to the massive investment by sister company Snam in developing the gas distribution network within Italy and the continuing exploration for hydrocarbons at home, has provided an enormous stimulus to national manufacturers of gas and oil equipment.

While ENI companies are growing the chances of selling services and equipment to the Shells and BPs of the world, ENI's own Agip, Agip Petroli, Snam and Enichem companies (with operations in oil, gas and chemicals) are all members of ENI's materials co-ordination group.

This exists to assist synergy in the ENI group and to help set the best conditions for strategic items like, for example, Nuovo Pignone's turbo compressors. But according to executives at Snamprogetti, the materials co-ordination group does not intervene directly on every operating company. Indeed that might be difficult given that ENI has 300 subsidiary operating companies.

"Every engineering company has a training influence on national industry, and can boost local suppliers tremendously," said Snamprogetti. Italian gas and oil equipment suppliers have certainly enjoyed encouragement from the ENI operators and engineering subsidiaries, and benefited from the spur.

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Monday July 29 1983

New hope for ratepayers

THE BRITISH Government's decision to abandon its widely criticised and disruptive system of targets and penalties on local authority expenditure is to be welcomed unreservedly.

The system, arbitrary in its nature and effects, was introduced in 1983 as a panic measure to curb public spending against all available advice. It failed to work and the pity is that it has taken four years for ministers to conclude that it has all been a mistake.

In 1980 the Government legislated to introduce a new system of local government finance which would dispense with the open-ended allocation of government monies to councils on the basis of the more you spend, the more you get.

The new system, effective from 1982, left the Government to assess the amount of cash a council needed to spend to fund a standard level of services. Higher expenditure was permissible but grant would be paid at a steadily reducing rate the higher the spending rose. Thus the cost of an ever greater proportion of higher expenditure would be borne by the local ratepayer rather than the taxpayer. But this system was never given a chance to settle down the blunt political instrument of targets being introduced almost immediately. Only now can the original system begin to run in.

Benchmark

The key to the system is the Grant Related Expenditure Assessment for each council. This is the benchmark against which grant is distributed. It is calculated by assessing expenditure requirements on a range of more than 60 indicators ranging from the number of children under five to the number of houses requiring refuse collection. These assessments vary in their quality. Some, such as those for education, are in reasonable shape and need refining. Others, such as housing and social services, are inadequate and need urgent reconstruction. The basis exists for a rational

arrangement. What local authorities need now is a period of financial stability while the Government concentrates some effort on improving the grant system.

That is not to say that research work should not proceed on, for example, replacing the non-domestic rate with a national levy on business or the replacement of domestic rates with a poll tax under another name.

But again have been too quick to commit herself to such propositions before it is clear that they will bring an improvement.

Revaluation

Mr Jenkin gave some signs last week that the need for caution and consolidation may have been recognised. The proportion of council spending funded by grant is to be kept broadly steady after some sharp cuts in previous years. The system will be "damped" to minimise the gains and losses impact of abandoning targets for more than 400 councils.

There is, however, no indication of moves to improve the rating system — no mention of a switch away from notional rental values to capital values as a basis for calculating rates. All hope of a long-overdue rating revaluation in England appears to have vanished after the fiasco in Scotland earlier this year, when local pressure groups forced the Government to make changes in a so-called revaluation.

There was also one disturbing development in Mr Jenkin's statement which was the extension of the Treasury's rate-capping controls to cover 22 local authorities with expenditure of £3.5bn. This marks a dramatic growth of central intervention through an instrument created only last year and said to be required just for a handful of extravagant authorities.

Nonetheless, Mr Jenkin's statement represents a welcome change in mood and emphasis, prompting the hope that the old spirit of co-operation between central and local government might be revived.

Yugoslavia: time for reform

IT ONCE seemed to many people that there was one European country, Yugoslavia, which had perhaps found an ideal middle way between the harshness of orthodox Communism and the inequities of classical capitalism.

The Yugoslavs had developed an attractive, almost hippie, philosophy of "doing their own thing." At the international level, this meant staying clear of both Nato and the Warsaw Pact; at the national level elbow room in the weak federation for the country's many ethnic groups to pursue their interests; and at the local level freedom for workers to manage their own factory affairs. Sadly, the 1980s have proved all this a recipe for increasing chaos.

A major part, or result, of this chaos—the country's continued inability to shoulder its debts—is due for discussion again in London this week between Yugoslavia and its commercial bank creditors. The two sides have been haggling for months about the terms on which to reschedule some \$3.5bn of debt falling due in 1985-88. Other elements of at least short-term debt relief have already been negotiated. Western governments have agreed to take delayed repayment of debt falling due before next May, and the International Monetary Fund is, for the fifth successive year, supporting Yugoslavia with a standby loan until next spring. But if this week's talks do not bear fruit, the IMF may not release its next loan tranche due in mid-August, and the whole package could then crumble.

Inefficiencies

Yugoslavia's creditors, naturally, are most anxious about the non-debt at the start of this year in the country's industrial output and hard currency export earnings. This has made western banks keener than ever to get a high interest rate on the debt rescheduling (the main bone of contention in this week's talks), and western governments less inclined than ever to give Belgrade debt relief of more than one year's duration.

But a far more significant bellwether of the country's endemic problems is the inflation rate, now running at around 80 per cent a year and far the highest in Europe. Indeed it is an indicator of all the Yugoslavia's economic and political inefficiencies. The economy is bent out of shape in many ways, partly to do with its fragmentation, or more aptly balkanisation, along the lines of

the country's eight republics and provinces and sub-regions within them, and partly to do with the chaotic system of factory self-management.

Regional autonomy and worker control are the tablets of stone Tito bequeathed. But the comment of the World Bank, made in a recent report on China, is that "experience in Yugoslavia suggests that worker control could result in excessive wages and worker benefits, inadequate labour discipline and effort, restriction of employment, and comparative indifference to profitability." That may be stretching the faults of worker control, but at least it seems to be a powerful generator of inflation.

The dilemma for the Yugoslav Government is that the long-time failure for the IMF-prescribed cure to inflation, which Belgrade feels it has to follow to keep creditor confidence, does not match its increasing short term political dissidents. On the one hand, the IMF says, probably rightly, only long-haul free market policies will effect a cure.

Regulation

On the other hand, accelerating inflation has begun to tear the fabric of Yugoslav society. It has indirectly aggravated political tensions, the authorities, feeling helpless in other spheres, have recently tried to crack down on political dissidents. It is directly increasing disparities between rich and poor regions.

Small wonder, then, that Prime Minister, Milka Planinc, has at several points in her past three years of office threatened to resign. Her federal government lacks the central financial disciplinary powers that a capitalist government has; she is still fighting recalcitrant republics over a proper foreign exchange system. It also lacks the central controls of an orthodox Communist government, and the IMF opposes any imposition of direct price regulation.

Perhaps a constitutional conference might be able to redraw the country's institutions into more workable form. Since the EEC plans this autumn, Yugoslavia once had, in Tito, someone capable of bailing heads together. Mrs Planinc, doubtless though she is, is now a political lame duck, in her last year of office. Maybe her successor could tackle the formidable task.

THE UK Government's strategy is in place for the most determined attempt in decades to modernise industrial training in Britain.

Outdated training methods and skill shortages have been identified as a big handicap in the struggle for economic competitiveness, and the public training programme is being focused much more sharply on specific labour market requirements.

But crucial questions remain unanswered. Can the Government's wish to improve training methods be reconciled with its even more pressing need to reduce the numbers on the unemployment register? And who is going to foot the bill?

UK employers are being offered an unprecedented level of influence over the nation's industrial training system. But this opportunity carries a price which they appear markedly reluctant to accept.

The Government's ambitious programme was set out four years ago in the highly publicised New Training Initiative, which it unveiled along with the Manpower Services Commission. This set out three priorities for action in a programme which won widespread support from industry, trade unions and the education service. These were:

● To abolish time-served apprenticeships and remodel skill training around agreed standards of competence.

● To offer all young people under 18 the chance of either continuing in full-time education or entering a period of planned work experience, training and education.

● To open up widespread opportunities for adults to increase and update their skills during the course of their working lives.

Achieving these changes in full, as the architects of the New Training Initiative recognised, would involve setting an agenda for a decade. But the achievement to date has been patchy.

On the plus side, the abolition of time-served apprenticeships, guarded with pride and jealousy by craft union members and their great-grandfathers, has gone remarkably smoothly—even in areas of potential industrial relations difficulty like printing and engineering.

Against this, the modernisation of apprenticeships has been accompanied by its near-collapse in many industries. In West Germany 600,000 young people annually enter long-term training lasting two or three years. About 40,000 school leavers started apprenticeships in the UK last year.

The Youth Training Scheme, which did not even exist when the New Training Initiative was launched, will next year be doubled in length to two years. But the scheme still has to prove itself in many ways.

An MSC survey shows that



Youth training in action in Manchester (left) and (right) Mr Geoffrey Holland, chairman of the Manpower Services Commission.

some two-thirds of trainees who left YTS between July and September, 1984, went into jobs or further training, with 28 per cent unemployed. By October the unemployment percentage had reached 38 per cent.

But the YTS is a considerable step towards ridding the UK of one of its more dubious records—it has until now been one of the very few industrial nations to allow a majority of its young people to go straight from school to work without any systematic vocational preparation and training.

Another MSC venture for young people, the innovative Technical and Vocational Education Initiative for 14-18 year olds, will soon be operating in almost all local education authority areas. Even though only 8 per cent of schools are currently running TVEI courses, the initiative promises to be a significant agent for change throughout the secondary curriculum.

For adult workers, glossy new programmes like the Open Tech—a training scheme modelled on the Open University—have been established to harness new technology as a teaching aid and make training more accessible to adults. The output of the MSC's Skillcentres is being directed more specifically at employers' actual training requirements and the retraining needs of people in employment.

Financial pressures have led to a decision to close a third of the MSC's 87 Skillcentres, although the commission stresses that by 1988-87, 250,000 adults a year will receive training, twice as many as in 1983-84. A major national awareness campaign has been launched to promote adult training.

Against all this, opponents

UK INDUSTRIAL TRAINING

Over to the employers...

By Alan Pike, Industrial Correspondent

The attitude of many UK companies towards training is of someone who believes in giving to charity, and then puts 2p in the collection tin

competitors like West Germany, Japan and the U.S. Public spending is relatively high in the UK—the big gap is in the amount that industry contributes.

The Government, in its White Paper Training for Jobs and in countless Ministerial speeches, has stressed that employers must step up their investment in training. Indeed, the Government's eventual goal is to shift some of the spending currently met by the Exchequer—like the £1.1bn contribution it will be making to the expanded Youth Training Scheme—to employers. The appropriate order of things, according to Government policy, is for employers to make the necessary investment in training their workers; for the public sector to provide an appropriate structure of general and vocational education; and for trainees themselves to

accept that the costs and benefits of training must be taken into account when determining pay and allowances.

Some UK companies do take the retraining of their employees seriously. Some already spend much more on Youth Training Scheme projects than they receive back in allowances from the MSC. But the attitude of many UK companies towards

included in the sample—a chartered accountancy practice and a research organisation—which spent more than 3 per cent of turnover on training. Such levels of spending are common among successful organisations in the U.S. and Japan.

Senior MSC officials are engaged in a tireless campaign to persuade UK industry that investment in training is one which pays off as much as investment in new equipment. Much of the equipment which companies use is common throughout the industrialised world, they argue—the real competition comes from training people to make the best use of it.

Mr Geoffrey Holland, director of the MSC and a leading enthusiast for the training cause, says that employers will need "their heads as well as their hearts examining" if they do not support the expanded YTS. "We are talking about social responsibility. We are talking about sound business sense."

Mr Holland sees it as sound business sense because UK employers will be receiving substantial Government help with the costs of training young people. German employers get and expect none.

Critics, however, turn the argument around, and say that employers will not provide enough additional finance to make two-year YTS into the truly worthwhile vocational preparation scheme that Mr Holland and its other architects wish to see.

The Construction Industry Training Board, which runs the largest YTS scheme in the country, has demanded assurances of adequate and perman-

ships. There are strong rumours that Bear, Sterns is about to go public.

The firm says it still has not made up its mind whether to convert to public ownership later this year—and whether that would involve a public stock offering. However, Wall Street insiders believe the decision has been all but taken. Virtually every big Wall Street brokerage firm, and an increasing number of U.S. lawyers it seems, believe that the advantages of private partnerships outweigh the advantages.

In Bear, Sterns' case it does not seem likely that a need for new capital is the primary reason behind its expected move.

The firm's capital has jumped from \$73m to more than \$600m over the last five years. The main worry, I am told, is that some of the younger partners are concerned when their older colleagues die their estates could withdraw money and weaken the firm's capital base.

Euro-cash

Saint Gobain, the nationalised French glass and engineering group, has been found of the European Currency Unit (ECU) for some time.

Now it has decided it likes the unit so much that it has become the first European company to quote its financial results in its annual report in ECUs.

But, lest readers, commentators, and shareholders cannot make head or tail of the ECU figures, the company has also thoughtfully published the figures in French francs.

For other lovers of the European currency unit Saint Gobain is issuing non-voting loan stock denominated in ECUs.

Touching

A reader whose young son departed a fortnight ago to spend a holiday with a school friend has received a postcard from him. "Dear Dad, I'm okay and having a wonderful time. I miss you, so please write, even if it is only a few pounds. Love, Peter."

Observer

Hancock to help charge Chloride

Sir Michael Edwards, chairman of Chloride, has recruited one of his old BL chums to help him recharge the troubled batteries group.

He has called in Ron Hancock, the former chairman of Leyland, BL's truck and bus subsidiary. Hancock will join the Chloride team at the end of August as chairman of the group's overseas operations and a member of the board.

Although Chloride intends to disband shareholders permitting — to sell its loss-making operations in the U.S., and the profitable Australian and New Zealand companies, to Dunlop Olympic. It still has a wide spread of interests through Africa, South Africa, India, and the Far East.

Hancock, a tall, bulky, chain-smoker, seems an ideal choice to have had spells as managing director of Leyland's manufacturing operations in India and Australia during his time with BL.

A cost accountant, aged 51, he joined BL in 1968 after working at Mullard and Schweppes. He was called back from running Leyland Australia in 1981 when David Abell left Leyland to join Chrysler.

Hancock quit Leyland last year while defending a charge of trading in shares while in possession of inside information. He was acquitted in March this year.

Dismissing the charge, the Bow Street magistrate, Barrington Black, said: "It has been said that you are a man of impeccable character, and I hope you go forth with your reputation intact."

Writing practice

A new name will soon appear among the lists of legal authors—that of Clifford-Turner. It will, in fact, be a case of one name covering many.

For 30 members of the firm of City solicitors, including about 20 partners, have had a hand in the book that will bear the firm's name. Their joint efforts have resulted in a three-volume guide

Men and Matters

Doing Business in the United Kingdom

It is intended to be a non-academic, practical tool for U.S. and other foreign companies, and their advisers, telling them all they need to know about Britain, its laws, and tax system.

The law firm was approached by the legal publishers Matthew Bender which wanted a British addition to its series of guides so far published in the U.S., Canada, Mexico, Brazil, West Germany, France and Japan.

The UK study is, however, the first in the series to have been written by a firm of lawyers.

Animal rights

Wholesale mandarins departing officialdom for the richer pastures of the private sector are becoming an everyday occurrence. But there is said to have been more than usual surprise in the civil service when Jim Buckley announced he was joining the exodus.

After all he is the secretary of the Civil Service College.

Buckley is an assistant secretary, aged 41, and his career has included postings as private secretary to Lord Soames, Lord Peart, and Lady Young, each of whom has been Leader of the House of Lords and ministerial head of the civil service.

Postings to the private offices of ministers are usually a sign that a civil servant is well thought of by his superiors. Buckley says he will miss Whitehall. But he was told he would have to remain an assistant secretary for perhaps three more years before he could expect promotion. And the top salary level for assistant secretaries is only £25,500.

His new post as chief executive of the British Veterinary Association (announced in the Veterinary Record) carries a salary of around £30,000, which will lift his pay to under secretary level at a stroke. Buckley may miss the



delightful grounds of Sunningdale the residential section of the Civil Service College, where he is currently head of the site. But more significant may be the example his early departure sets to apprentice mandarins who pass through the college gates.

Public face?

When Michael Thomas, who left New York investment banking to write financial thrillers, was asked recently to give his impressions of various Wall Street firms he had this to say of Bear, Sterns: "The firm I think of wearing body jewellery—a place for the guys from Seventh Avenue to put their money and quadruple it."

Bear, Sterns, which has made a name for itself as a tough arbitrageur, is more secretive than most about its affairs. But the word is that this may be about to change.

Bear, Sterns and its larger rival Goldman Sachs, are the only two major firms left on Wall Street which are still organised as private partner-

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THERE IS a rational, well-meaning and reasonably plausible case against the imposition of economic sanctions on South Africa, and it was briefly sketched out last week by Sir Geoffrey Howe, Britain's Foreign Secretary. A year ago, it would have seemed to me a good deal stronger than the contrary case in favour of sanctions. But today, it seems much more dubious: circumstances have changed. Sir Geoffrey's arguments are not invalid, but they may be out of date.

The argument against sanctions is based essentially on four propositions. First, apartheid is in the long run irreversibly doomed, regardless of the wishes of the white South Africans. Second, it will be undermined—by economic imperatives, but that undermining will be more benign in conditions of economic prosperity than in austerity and recession. Third, outsiders can have only a marginal impact on the evolution of events in South Africa, compared with the dynamic of politico-economic factors inside the country. Fourth, economic sanctions are more likely to damage the interests of blacks than to change the minds of whites.

Apartheid is irrevocably doomed in the long run, for demographic reasons. At present there are 22m blacks and 4.5m whites. Within 15 years, according to the 1984 South Africa handbook, the black population will have risen to more than 30m, whereas the white population may rise to between 5.5m and 5.8m, depending on migration trends. In the long run this divergence in population trends will make apartheid unsustainable.

Even in the short run it is already being undermined by growing white dependence on blacks as producers and consumers. Under pressure from the business community, the Government has been forced to move in the direction of economic liberalisation: the recognition of black trade unions, the reduction in job demarcation on racial grounds, the effective abolition of the pass laws, the permanent residents with claims to property rights, not ephemeral migrants from fictitious homelands.

The advantage of this type of endogenous undermining is that it gives blacks an increasing stake in a politico-economic system which, in the long-term interests of all South Africans and of the West, should be worth preserving and reforming: a vigorous mixed economy, and a politico-legal system which at least pays lip-service to pluralist democracy and due process of law. Poor economic performance will also undermine apartheid, because the costs of containing and policing growing black unemployment will rise, while tax revenues to bear these costs

Foreign Affairs: South Africa

Why now is the time to impose sanctions

By Ian Davidson

will fall; but among blacks, economic failure will strengthen the arguments of revolutionaries against reformers.

Yet the capacity of foreign governments to determine either of these scenarios can only be marginal, compared with the impact of the weather of the price of gold, of the value of the dollar, and, most importantly, of the policy choices of South African decision-makers. Sanctions may, perversely, stimulate vigorous reactions of self-help, as happened in Rhodesia during UDI.

Finally, because sanctions can have only a marginal impact, they cannot be expected to change the policies of the South African authorities; but even a marginal impact may damage the short-term interests of the most vulnerable section of the population, the blacks, by increasing unemployment.

The trouble with all this is that it takes no account of the dramatic events of recent weeks and months. There would be a strong case against sanctions if the situation inside South Africa were relatively calm and steady, with the Government in control of events; in such circumstances, even a total naval blockade might not be enough to bring about political change.

But these are not the circumstances in South Africa today—and it is becoming doubtful whether they will ever obtain again. In comparison with the prolonged violence of the past year, in 1980 and Soweto

in 1976 shrink into virtual insignificance, and the Government has no answer except massive repression.

It is arguable that the Government will be able to restore "law and order," as it has done in the past, because, in terms of organisation and weapons, the whites still have the big battalions. But it is now virtually impossible to

economic front.

The state of emergency may contain the violence for a time, but it will not provide an answer to the question, and it is manifest that the Government does not know how to answer it in any terms which would be easily acceptable to the white electorate. At the beginning of this year it was making vague proposals about talks with black

many countries.

This is not to say that a ban on new investment, or a ban on the import of Krugerrands, or a ban on new bank loans, would have a large and immediate economic impact, even cumulative. But the political force of such a message from a substantial majority of the international community might be considerable. To the extent that the whites in South Africa may be divided and uncertain about the best way to handle their political quandary, that message may be worth sending, even if it has only a small chance of eliciting the right response.

The British Government cites the views of some leading blacks and white liberals who are opposed to foreign sanctions, such as Helen Suzman, Alan Paton and Chief Gatsha Buthelezi. This is tendentious advocacy, as the lawyer in Sir Geoffrey Howe must know. In South Africa it is illegal to call for economic sanctions; even so, it is clear that Bishop Desmond Tutu and the UDF do not agree with his carefully selected witnesses. In any case, since some of these leading figures is in a position to know what would be the political and economic effects of sanctions, foreign governments have to make their own assessments, even if they know that any choice is bound to contain a large element of gamble.

It could be argued that sanctions represent a hopeless gamble, and would therefore be pointless except as a gesture of moral disapproval. Even if apartheid is doomed in the long



Nelson Mandela: more than 20 years in prison

Western governments need to consider whether, for the sake of whites and blacks, their intervention may improve the odds of a better outcome.

believe that the good old days can ever return for white South Africa, or that the Government can turn the clock back to the time before its fateful decision in 1983 to introduce a new constitution which was transparently designed to co-opt the Indians and the Coloureds into a political partnership with the whites, while offensively excluding the blacks. Even if the level of violence were to be successfully repressed, the question of black political rights has now displaced the question of economic advancement as the No 1 issue in South Africa, and this order of priorities is not now likely to be reversible, whatever concessions the Government may offer on the

run, the odds are heavily stacked against the whites ever voluntarily agreeing to surrender their monopoly of political power to the blacks, because it is the bottom two-thirds of the white electorate which would pay the price for such a surrender. They will therefore always seek to postpone that day until the cataclysm imposes it on them.

But even if this is much the most likely scenario, it is not the only conceivable scenario. Western governments need to consider whether, for the sake of the white South Africans as well as for the blacks, their intervention may improve the odds of a better outcome, however unlikely it may appear to be.

There are two reasons why time may be running out, and they are the same. Serious foreign pressure—which does not mean sentimental speeches and declarations—could strengthen the hand of the reformers against the disciplinarians.

Elementary economics would suggest that a higher real exchange rate discourages exports and encourages imports, both through the price and the profitability routes.

Faster U.S. growth than elsewhere has aggravated the effects of the high dollar by increasing import demand. But nearly all analysts agree that the growth discrepancy can explain only a fraction of the increase in the payments deficit and is useless in explaining the continuing present deterioration. For the U.S. is now growing no faster than the OECD average.

The second serious explanation of the U.S. trading deficit centres on domestic saving and investment. Domestic saving has been too low to finance both domestic investment and a rising budget deficit; and the gap has been met by net overseas borrowing.

The current deficit is identical by definition with the capital inflow, and the dollar has had to rise to whatever level necessary to generate that deficit. Thus the exchange rate and savings plus budget stories are reconciled in the end.

So far so good. Now consider the following intellectual puzzle which could hardly have practical significance if the dollar crashes in the way predicted for instance by Stephen Marris of the Washington Institute for International Economics.

Suppose that the dollar does come down a long way further, but there is still no reduction in the U.S. budget deficit. The exchange rate approach suggests that the current account deficit ought to shrink—although it may take some years to do so. The savings and budget deficit

Lombard Dollar fall may not cut deficit

By Samuel Brittan

theory suggests that it ought to stay roughly where it is. How are the two reconciled?

One possible reconciliation is that domestic U.S. interest rates would rise so much that savings would be stimulated and investment choked off drastically. In that case, there would be no need for a capital inflow or for the current account deficit that is its mirror image.

But this does not have to happen. It is quite possible once the dollar is much lower, and less downside risk is perceived, that overseas investors will continue to be happy to place funds in the U.S. at dollar interest rates not very different from the present.

The obvious route by which a lower dollar could be reconciled with a continuing high current account deficit is staring one in the face, once one realises it. This is simply a sharp rise in the U.S. inflation rate, continuing long enough to offset the dollar's depreciation. In that case the dollar's depreciation will be nominal, not real, and there will be no reason why the current account deficit should not run on merrily.

Suppose the Fed found this inflationary take-off unacceptable and tightened monetary policy? The following effects might be experienced: (a) a brake on the dollar's fall; (b) less investment and other domestic spending; and (c) possibly more domestic savings at a given level of national income.

But this would be unlikely to be the end of the story. For such a course of events would almost certainly bring a severe recession, with further effects on all the variables mentioned. Some mathematical simulations would be required to work out all the interactions. But before we get lost in their intricacies, we can already draw the main moral.

It has long been known that it is difficult to reduce inflation quickly without a recession. This may be just as true of inflation previously suppressed by overseas borrowing and a high dollar as of the open variety. The least bad outcome for the rest of the world, in the absence of timely action on the budget, may be U.S. toleration of some extra inflation in the later 1980s.

The stimulus of acquisition

From Mr R. Oakeshott

Sir—Anastole Kaletsky (Lombard, July 25) has performed a most worthwhile public service by pointing out that within the financial services sector "the benefits are going to the people with least connection with... socially useful functions." In arguing that other general issues are raised by widespread opening up of pay differentials since Mrs Thatcher first came to power, I do not want to imply any disrespect for that valuable insight.

Whether or not wider post-tax income differentials are socially desirable, the case against them on economic grounds is surely the one which Mrs Thatcher and her supporters have to answer. No doubt managers need to be motivated. But it is by no means clear that a combination of pay increases, tax cuts, share options and so on, the gap between top rewards and average ones becomes really excessive, then surely the motivation of the high fliers is more than offset by the resulting demotivation of the rest. The comparative performances of the British and Japanese economies is at least weak evidence that our differentials are already too wide.

There is also an increasing body of evidence at the level of the individual firm which points in the same direction. The success story of the Mondragón co-operatives is now well known, to be worth repeating. Of course it would be absurd to argue that the success was based on a policy of keeping differentials narrower than those dictated by the market. But just such a policy is a highly eye-catching feature of their arrangements.

Less well known in this country are the surprising success of the worker-owned plywood manufacturing businesses in the Pacific North West of the U.S. Their policy is that all workers receive equal pay. A recent study affirms that they "are generally conceded to be the source of the highest quality product in the industry." The industry is characterised by higher levels of productivity than those in conventional firms. Several reports suggest in fact that they produce more square feet per man hour worker owned firms are from 25 per cent to 80 per cent more productive than conventional ones.

The more general point which Mrs Thatcher and those who think like her tend to neglect was grasped long ago by Bishop Gore when he wrote: "The stimulus of unlimited acquisition is necessary to bring out of men their greatest capacity and energy. If you restrain a man's

Letters to the Editor

freedom to acquire, you damp his energy. But what about the energy of the masses of men who can acquire no property or no sufficient property to give them secure status and hope? If you go some way towards these things, you will not stimulate a thousand energies and interests to one which you may check?"

Robert Oakeshott,
Job Ownership,
9, Poland Street, W1.

Words and deeds

From Sir Kenneth Lewis MP

Sir—Mr Nigel Lawson, the Chancellor of the Exchequer, in a recent speech to the Commons declared that the British industry called upon industry to cut back its wage and salary increases. He suggested that 1 per cent on the national wage and salary bill was more than enough pay on the basis that the Government has had a change of heart!

(Sir) Kenneth Lewis,
House of Commons, SW1.

Talent and the real world

From the SDF/Liberal Alliance
Provisional Parliamentary
Candidate for Norwich South

Sir—For a long time, people in business in the City have been worried that far too many graduates have been attracted to the civil service, rather than to the real world of private enterprise.

The review body on top salaries now tells us there is a serious problem that, if not at least in the future, the civil service may not be able to attract and retain people of the quality which it wants. And a very good thing too. The Government has screwed up the negotiations with the teachers by giving top civil servants huge percentage increases. Why does it not congratulate itself that good people want to leave the civil

Intellectual types

From Mr W. A. Wood

Sir—The article by Michael Dixon (July 15) concerning the future of British business schools suggests that graduates of MBA courses are likely to be people with "overblown expectations—not decision-makers—just intellectual civil servants." This remark is ill-informed, insofar as it reveals a lack of understanding of the role of the administrative civil servant. One might infer from it a failure to appreciate the least conventional roles of civil servants. Also, it devalues the courses themselves.

As a [mature] civil servant struggling to fulfil the considerable demands of my work while studying part-time for an M.Sc. degree in Management Sciences (UMIST), I feel offended at the stereotyping of civil servants. As a manager who feels he has gained considerable benefit from that course, I am saddened that so many senior managers appear ready to belittle a system of which, presumably, they have little direct experience.

Surely it is the responsibility of the employing organisation to manage its business school graduates so that what they have learned produces the maximum benefit for the organisation—if not, their staff selection and placement processes might bear re-appraisal. Stereotyping them, in the way that some current senior managers appear to be doing, emphasises the need for future senior managers to receive training which will eliminate such prejudices.

W. A. Wood,
Stonewall, Patten Lane,
Wormston, W. Yorks.

Monetary policy

From Mr M. Kuczyński

Sir—Prof Dornbusch (July 24) has repeated his authoritative call for fiscal expansion in

the UK, coupled with a sufficiently tight monetary policy to hold sterling steady against the European Monetary System. He tells the Government to take a leaf out of the Reagan book; and indeed its thinking appears to have been running along the same lines for some time. But can it be done?

Over 1982-84 GNP went up by 11 per cent in the U.S., and the volume of imports by three times as much. The dollar's effective exchange rate appreciated by 12 per cent, and the volume of exports remained flat. Appreciation, stable wholesale prices, continued domestic expansion, and heavy foreign borrowing to pay for imports all fed on each other quite happily for two years; providing powerful, if transitory and circumstantial, support for the mix of policies which Prof Dornbusch advocates.

In the UK over the recovery from the trough of 1981 to the first quarter of 1985, GNP also went up by 11 per cent and the volume of imports by 36 per cent. But the volume of exports stopped. Sterling depreciated by 25 per cent, which may have boosted export volume (up 10 per cent), but makes the flood of imports a far more disturbing phenomenon.

Nor is there any suggestion of restocking in the import figures: the stocks to GNP ratio fell and remains abnormally low.

This is of course the old enemy, import penetration. It is the sticking point in Prof Dornbusch's policy. Given the present productive structure, without separate measures to guard against import penetration, while conducting a fiscal policy easy enough to see the expansion through despite relatively high interest rates?

Michael Kuczyński,
Pembroke College, Cambridge.

Missing the point

From Mr G. Wood

Sir—Why does King Canute continue to be misunderstood? I refer to Geoffrey Hodgson's otherwise excellent article on sport and TV (July 24). Mr Hodgson alludes to the "King Canute of legend, who thought he could simply tell the tide to recede." The historical Canute is said to have arranged this little demonstration of his human limitations for the benefit of over-dattering courtiers. Nobody would have been more surprised than he, had he succeeded. But I do not doubt that the courtiers, like most people since, completely missed the point.

Gregory Wood,
179 Dornham Road, NI.

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FINANCIAL TIMES

Monday July 29 1985

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Terry Byland
on Wall Street

Tobacco proves addictive

THE STOCK performance of the leading tobacco companies provides the clearest example of the difference between professional and emotional investment attitudes. The stocks are regularly savaged in the market when the medical implications of cigarette smoking are aired in the public forum. Yet they remain prominent in institutional portfolios and the companies' quarterly earnings reports are regularly applauded.

In the past few weeks, Philip Morris and R. J. Reynolds have been in the doghouse again, shedding around 10 per cent while the industrial stock market has touched new peaks. Their decline, caused by investor nervousness over pending lawsuits for cancer deaths, came after a two-year period in which tobacco stocks had outperformed the Standard & Poor's 500 index.

In fact, the stocks have not done as badly over, say, the past two months. Philip Morris has rewarded stockholders who refused to be frightened out of the stock with a 25 per cent increase in second-quarter profits.

The logic behind holding tobacco stocks rests on both idealistic and practical grounds. On the one hand, the big companies are only too determined to shift out of tobacco and into less hazardous fields of profit. On the other hand, smokers continue buying cigarettes, don't they?

The latest falls in tobacco stock prices seem to have been overdone. Both Philip Morris and Reynolds now sell at about 40 per cent discount to the earnings ratio on the Standard & Poor's 500 index, after allowing for Wall Street profit forecasts.

Company	P/E	Price (\$)
R. J. Reynolds	6	32-37
Philip Morris	10	95-97
U.S. Tobacco	13	39-42

counts to the earnings ratio on the Standard & Poor's 500 index, after allowing for Wall Street profit forecasts.

That seems too substantial a differential at a time when consumers continue to spend without qualms although clouds gather over the U.S. economy. Mr Ronald Morrow, tobacco analyst at Smith Barney, believes that 10 per cent to 15 per cent discounts against the S & P ratio have in the past represented an adequate allowance for the tobacco industry's susceptibility to health concerns.

Both Philip Morris and R. J. Reynolds' stocks would have to rise sharply over the next 12 months to bring a return to this traditional measure of value of the sector. Forecasts for Philip Morris's earnings for the current year have been upgraded to \$12 a share, indicating that the stock would need to rise to around \$110 - 30 per cent above its present level - to restore its earnings ratio to a 10 per cent discount against the S & P.

Moreover, the present weakness in stock prices gives little credence to diversification policies at the big companies. When the acquisition of Nabisco Brands is completed, Reynolds will be taking about 40 per cent of its operating profit from non-tobacco business, against 10 per cent now.

Philip Morris has been more cagey - "It is still basically a cigarette company," commented Mr Emanuel Goldman, of Montgomery Securities. So it is, and it was the cigarette price increases in December 1984 and June this year that are giving this year's profits their boost.

Another price rise is predicted near Christmas, and Wall Street is already upgrading fiscal 1985 forecasts after the successful second quarter.

But Philip Morris has also been widely rumoured as the next takeover predator, with eyes roaming in Europe for a large, profitable, non-tobacco industry acquisition.

The wild card investors in the industry is U.S. Tobacco, which has benefited to an extraordinary degree from its dominating hold over the chewing tobacco market. The implications of chewing tobacco on health were curiously overlooked when the anti-smoking lobby first prevailed upon the Federal regulators to outlaw tobacco industry advertising on television. Partly because of that, and partly because of the strange undercurrents of popular taste, U.S. Tobacco has recorded the highest returns on equity and invested capital in the industry over recent years. Yet its earnings ratio has dipped to 81 per cent of the S & P, a far cry from the premiums of around 30 per cent of the recent peak.

Despite the renewed furor over the possible legal implications of health problems, there is little reason to believe that the big tobacco companies are suddenly going to disappear from the stock market.

As long as the leading companies maintain their attractive earnings record, the stocks will continue to provide buying opportunities whenever a health scare frightens some investors out of the stocks.

REPROCESSING COMPLEX TO TREAT SPENT EUROPEAN NUCLEAR FUEL

Paris seeks N-plant backing

BY DAVID MARSH IN PARIS

FRANCE is hoping to win British support for a joint project to build a large nuclear reprocessing plant at Marcoule in the Rhône Valley which would treat spent fuel from European fast breeder reactors in the 1990s.

The French plan has been put forward as an alternative to a controversial bid by the British nuclear industry to build a fast breeder fuel reprocessing complex at Dounreay in Caithness.

M François de Wissocq, chairman of the French state nuclear fuels concern Cogema, said his company was discussing with British Nuclear Fuels a possible plan jointly to build the reprocessing plant in France rather than Scotland.

However, British Nuclear Fuels said in London last night there was "no deal being cooked up between Britain and France."

BNFL added: "We are very determined that Scotland is the right place to put the reprocessing plant and we will be pursuing this vigorously."

A decision on whether and where to build the complex, which will be designed to treat spent fuel from three large fast breeder reactors, will not be made for at least 18 months. M de Wissocq said it would be up to European electricity utilities, which will be financing the re-

processing plant, to decide on the site as a result of "economic and technological criteria."

Under the agreement setting up a European Club to produce a second commercial-scale fast breeder reactor, the member countries would each have a token minority stake in the associated reprocessing plant. There is general agreement that there would only be demand for a single plant.

"It would be just as accurate to say we were having talks with the French about them jointly building our reprocessing plant at Dounreay," the company said.

Cogema is putting together detailed plans for MAR-800 ready for submission to governments and utilities by the end of next year.

A decision on building the plant is expected to be made at about the same time as countries decide on constructing a second Superphénix-type reactor - a project in which Britain is expected to have a stake of around 16 per cent.

Originally this decision was expected to be made at the end of 1986 or at the beginning of 1987, about a year after the entry into service of Superphénix. But there may be some slippage in the date because of general uncertainties over how quickly Europe wants to proceed with fast breeder plans.

The British nuclear industry set down in May plans to build the Caithness reprocessing plant at a cost of about £200m (\$282m). The British Government is supporting the request for planning permission by the UK Atomic Energy Authority and British Nuclear Fuels, although strong opposition has been declared by UK anti-nuclear movements.

M de Wissocq carefully avoided claiming that France's fast breeder reprocessing technology was superior to Britain's. But he underlined the experience France has gained in reprocessing fuel from its Rapsodie and Phenix prototype breeders over the past two decades. Additionally, Cogema believes that its commercial light water reactor reprocessing complex at La Hague, on the Normandy coast, has given it a technological lead in treating high burn-up fuels. The La Hague complex, built in 1986 and currently being expanded, has reprocessed 1,200 tonnes of LWR fuels, more than any other LWR fuel reprocessing plant.

M de Wissocq pointed out that since only one European fast breeder reprocessing plant was being considered for the foreseeable future, the project would have to be as industrially credible as possible in the eyes of electricity utilities.

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IMF clears way for loan to Colombia

BY ROBERT GRAHAM IN BOGOTA

THE INTERNATIONAL Monetary Fund (IMF) has announced formal approval of the economic performance of Colombia, paving the way for a quick conclusion to negotiations with commercial banks for a \$1bn loan.

The decision sets a precedent, enabling Colombia to seek fresh funds from the commercial banks without first resorting to an IMF standby credit and without restructuring its \$1.25bn foreign debt.

All objections to setting the precedent were dropped during a five-hour meeting in Washington of the fund's directors. The statement of approval was set as a condition by the banks providing the new

money, which will increase their exposure to Colombia by nearly 6 per cent.

"We are delighted that the fund has endorsed our performance since we feel we are meeting all our targets," Sr Roberto Junguito Bonnet, the Colombian Finance Minister, said. With fiscal receipts up 40 per cent in the first half of the year and government spending down 30 per cent, the IMF believes the public sector deficit can be cut as planned from 7.6 per cent of GDP to 4.9 per cent. Sr Junguito also said that reserves at \$1.6bn in mid-July are slightly above projections given to the fund.

"It has been important for us to show that we can obtain fresh funds from the banks and not resort to an IMF standby or an adjustment programme. The IMF has never done this before and we want to make out that Colombia is not like other Latin American debtors," Sr Junguito said.

An additional sop to the commercial banks has been the drawing up of an economic plan through 1988 which the IMF will now monitor at six-monthly intervals.

Terms for the \$1bn loan, co-ordinated by Chemical Bank, were finalised in June. Over 250 banks were invited to take part by the weekend \$925m had been committed, according to Sr Junguito.

"With the fund's action we expect to be able to tie up the final commitments and details by the end of August," he said. A number of banks have hesitated until the fund's position was made clear.

The loan will be used by the state oil company, Ecopetrol, the national coal concern, Caracol, the central bank and the republic itself. The bulk of the funds (\$823m) will go to Ecopetrol and Caracol while \$100m will be used by the central bank to recapitalise banks in difficulties. Drawings on the loan will be spread, with \$615m taken this year.

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U.S. near S. African sanctions

Continued from Page 1

"If a proper appointment were made."

Bishop Tutu said he would today make a formal request for a meeting. The two men last met in August 1980, when the Bishop was secretary general of the South African Council of Churches, at a time of black unrest, strikes and allegation of police repression.

Those talks, described as "frank", were criticised by black clerics including Reverend Alan Ross, now a leading member of the United Democratic Front, the multi-racial coalition opposed to apartheid. They were not followed up.

Bishop Tutu was reluctant this weekend to speculate on what the forthcoming meeting with Mr Botha might lead to. Since the declaration of emergency on July 20 over 1,000 blacks have been arrested, and Bishop Tutu is one of the few authentic black leaders still at liberty. But although he has considerable moral authority, there are signs that young militants are impatient with his appeals for restraint.

Spain has retained its ambassador to South Africa for consultations in Madrid, while the government considers its response to the state of emergency, writes David White in Madrid. The ambassador, Sr Federico Garayalde, has been on leave since last June.

West Germany yesterday reiterated its decision not to join Britain in imposing sanctions on South Africa. Reuter reports from Bonn.

Chancellor Helmut Kohl said his Government rejected France's argument that an investment freeze and withdrawal of its ambassador would force Pretoria to change its policies.

VW European sales soar in first half

BY JOHN DAVIES IN FRANKFURT

VOLKSWAGEN, West Germany's biggest car manufacturer, has achieved record sales in Europe and increased its market share in a fiercely competitive battle with other mass-production carmakers.

Boosted above all by demand for the Golf, VW and its Audi subsidiary sold 715,000 cars in Europe in the first half of this year, 7.8 per cent more than a year earlier.

Expansion in European export markets more than offset a decline in the group's sales in West Germany, where the market has been disrupted by the controversy over tighter emission controls.

The VW/Audi group lifted its share of the European car market from 12 per cent a year ago to a best-ever 13 per cent. Audi's share remained stable at 2.6 per cent, while VW models moved up to 10.4 per cent from 9.4 per cent.

VW has been making strenuous efforts to strengthen its position in the closely fought race with five other groups - Ford, Fiat, General Motors (Opel/Vauxhall), Peugeot-Citroën-Talbot and Renault.

Each of these six groups had a European market share of between 11 per cent and 12.8 per cent for the full year 1984, with Ford narrowly ahead of Fiat, which was followed by VW/Audi in third position. The Japanese had a total market share of more than 10 per cent.

VW says full details of the industry's performance throughout Europe in the first half of this year are not yet known and it has refrained from claiming a position in the rankings.

World-wide, VW/Audi sold 1.2m vehicles in the first half of this year, a modest 4.1 per cent more than in the same period last year. VW sales were held back by strikes

at its plant in Brazil and a weaker car market in South Africa.

After losses of DM 300m (\$105m) in 1982 and DM 215m in 1983, VW turned in a group profit of DM 228m last year and resumed paying a dividend.

By contrast, Opel, the Rüsselsheim-based subsidiary of General Motors, lost DM 685m last year, while Fordwerke, the West German subsidiary of Ford, reported a loss of DM 298m.

VW has been building up its labour force, to offset the effects of shorter working hours and to enable it to meet growing orders.

Its recovery suffered a setback during industrial action over shorter hours in the West German metal industries in May and June last year. But during the conflict, VW kept assembly work going for longer than other car makers, with the notable exception of Ford-Werke.

The whole West German car market suffered another setback late last year and early this year. Many motorists put off buying new cars because of uncertainty about the effects of the Bonn Government's plan to tighten car emission controls.

As a result, new-car registrations in West Germany in the first six months of this year were down 7.9 per cent on a year ago. But the VW/Audi sales of passenger cars fell less sharply to about 350,000, giving the group an increased market share of 28.9 per cent, compared with 27.6 per cent in the first half of last year.

In the rest of Europe, new registrations of VW/Audi cars reached 384,400 in the first half of this year, 21.6 per cent more than a year earlier.

British advice sought

Continued from Page 1

tries had more highly developed systems for investing in equities than others. Groups like Lazard, therefore, sometimes found themselves breaking new ground when advising countries with less sophisticated capital markets.

"There is a body of knowledge in London now that simply did not exist five years ago," Mr Agius said. "I think one thing that has helped is that Britain now has more of a privatisation programme - whereas in the early days individual privatisation schemes looked more like isolated events."

The Treasury appears to be taking a decidedly low profile approach to the export spin-off from privatisation. The reasons for this are not clear. But it is thought there may be concern about offending foreign governments by talking too freely about the interest they have expressed.

Mr John Moore, Financial Secretary to the Treasury, announced earlier this month that the Government intends to push through the privatisation of at least eight corporations - worth an estimated total of some £3.5m (\$11.9m) - before the next general election.

Mr Moore said that if the Government achieved its programme in full, its involvement in state-owned businesses would have been almost halved since the Conservatives came to power in 1979.

French row over closure

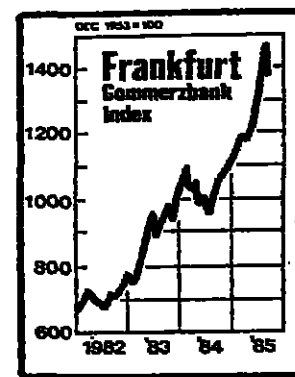
Continued from Page 1

weekend in protest against the Government's attitude to the steel restructuring and its decision to close the plant once jobs are found for the local workers.

The dispute over the closure of Trith-Saint-Leger eloquently reflects the turmoil inside the Socialist Party with the approach of next year's parliamentary elections. The Government is intent on maintaining a rigorous economic policy and refusing to make any electoral hand-outs because it believes it will be ultimately judged on its economic performance and results, but many local socialist deputies and councillors are worried about the political repercussions of the Government's policies in their constituencies.

THE LEX COLUMN

A party made by gatecrashers



Until a hiccup in the middle of the month, West Germany was in the throes of the most prolonged and vigorous bull market since the late 1950s and the greatest volume of new issues ever. Yet, last year, the West German public deployed less than 1 per cent of its new savings directly into equities; this year has seen the market rise 30 per cent despite a net redemption of unit trusts; while at the last count, the insurance industry has piled into domestic shares with about 2 per cent of its assets. To a large extent, the West Germans have allowed foreigners to buy their industry from under them.

Of course, the West German public has lost its savings twice this century and might be averse to risk investment at home even if West Germany had not enjoyed positive real interest rates since its foundation. Like good renters, private investors have sought ever more exotic fixed-interest investments to the detriment of their bankers' interest margins; in contrast, the stock market has only once - at the turn of the 1980s - yielded more than 5 per cent gross and it returns 3.5 per cent now.

Prejudice

Luckily, the private investor's disdain for the stock market is mirrored by finance directors' historic distrust of equity as a source of capital. West German industry still tends to use pension provisions as working capital, despite the lesson of AEG, which collapsed under DM 1.8bn in unfunded pension liabilities during the summer of 1982. The ratio of equity to gross assets has stabilised at a little less than 20 per cent for industry as a whole, but that is a good third below the ratio in 1980 - as is the number of listed companies. Even the removal of double taxation on dividends in 1977 could not dispel the prejudice against equity issuance.

Not unnaturally, the equity market used to meander up and down in line with Bundesbank interest-rate policy: when money was tight, highly geared balance sheets resulted in slim post-interest margins and intensified the preference for fixed-interest investments. All this is changing.

At the beginning of 1981, the U.S. pension fund industry joined miscellaneous Arab, DM-zone and UK money in buying West German equities. Even with a capitalisation of DM 300m, firm holdings and cross-

holdings make West Germany a scarcity market with almost half the value theoretically accounted for by the heavyweights: Daimler, Siemens, chemicals, Allianz and Deutsche Bank. The exchanges are still shell-shocked by the events of July 3, when 5m shares changed hands and everybody went without afternoon coffee and cake. For U.S. investors, a market valued at 11 times adjusted 1985 earnings - or not much more than in 1982 - remains attractive when corporate earnings in the quoted sector are expected to grow by 30 per cent this year and private consumption looks set to pick up in advance of pre-election tax cuts in 1986.

Foreigners increased their share purchases from a net DM 600m in 1980 to DM 3.7m last year, while in the first five months of 1985 they acquired new equity worth no less than DM 4.4m. Further D-Mark appreciation against the dollar is a bonus for U.S. investors, if not for those companies, such as Porsche, with heavy North American exposure.

Niggled by the activities of a small Munich company called Portfolio Management, the banks (above all, Deutsche) have been prodding companies to the market. But for every one of the 26 companies floated since 1984, another candidate has said it is sound enough after two years' retained profits to stay private. Whether the momentum of stock market listings continues will depend on the much-discussed new second-tier market, but probably more on the stricter disclosure requirements for limited companies outside the market. For these, a listing will be that much less of a plunge.

Even where companies such as Porsche and Nixdorf have come to the market under Deutsche's protection, their willingness to sell

equity has not extended to relinquishing any element of control. Deutsche took the line of least resistance in offering non-voting preference shares.

It is possible that the doctrine of a more Anglo-Saxon equity structure in the sale of Lothar's might change public attitudes to risk participation, in much the same way as the British Telecom sale did in the UK. But here, Deutsche Bank would be taking on a political opposition that makes the legal difficulties of British Airways seem quite trifling. It is as if the mayor of Heathrow were to suggest that BA shares should carry no voting rights.

But there is one entrant into the market as potentially important as the U.S. pension industry: the Special Funds. These are funds managed by the banks, usually for a single investor, and they have invested up to 25 per cent at the last count in domestic equities - against 15 per cent for the moribund mutual funds. The chief investors are insurance companies, but a number of foreign companies with West German pension liabilities (such as IBM Deutschland) or highly liquid domestic companies (such as Siemens) have been attracted by the tax advantages: the certificates are depreciated in the balance sheet but capital gains are held in the fund until they are tax-efficient.

Influence

Deutsche Bank's vast industrial holding remains an enigma. The industrial empire places a strain on the bank's balance sheet: holdings have to be matched by bank equity one-for-one, and this is expensive even where the industrial investments are carried at pre-war book values. Nor do they provide the bank with as much influence as is commonly thought: the attempt by Deutsche Bank and Allianz to bang the steel barons' heads together in 1983 was a dismal failure.

Moreover, to float off the industrial portfolio would saddle Deutsche with a monstrous tax liability. Some consolation, then, that it is now possible to do the necessary capital strengthening through a characteristic issue of non-voting, profit-sharing instruments, as Commerzbank has done. For the Bundesbank's purposes, these count as equity: much like the British clearers' issues of perpetual floating-rate notes, they merely transfer a problem to somewhere more convenient.

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World Weather

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Uganda regime calls for calm

Continued from Page 1

ernment of Mr Yoweri Museveni, leader of the National Resistance Army which has been waging a guerrilla campaign to overthrow Dr Obote. Speaking in Stockholm over the weekend, Mr Museveni appeared to keep his options open, saying that he would co-operate with the new administration only if democracy and peace could be guaranteed.

Mr Paul Semogerere, leader of the Democratic Party which has long been strongly critical of the ousted Government, had made no comment by last night.



SECTION II - COMPANIES AND MARKETS FINANCIAL TIMES

Monday July 29 1985



Comalco launches \$480m refinancing

BY ALEXANDER NICOLL IN LONDON

THE EUROMARKETS were reminded sharply last week that, even if a summer lull has settled on this hemisphere, it is winter in Australia and still very much the weather for doing business.

Late on Friday, two Australian borrowers brought life to a Euro-note market that was otherwise virtually starved of new deals.

Comalco, the aluminium group in which CRA has a 67 per cent holding, launched a \$480m refinancing package, increased from the \$430m envisaged when the deal was mandated to Credit Suisse First Boston and Morgan Guaranty four weeks ago.

The package, being syndicated among a small number of banks, comprises a \$300m global note facility and a \$180m floating rate note guarantee facility. The former, providing for the issue of Euro-notes, commercial paper or swingline advances, has a 0.125 per cent facility fee and a 0.15 per cent maximum spread on Euro-notes, with supplements if the facility is heavily used. Banks will also receive fees for letters of credit issued to back commercial paper. Under the FRN facility, banks will counter-indemnify the guarantor of an FRN to be launched later.

Morgan Guaranty has also been mandated to refinance a \$110m loan it headed in November 1983 for ACI Coal, a subsidiary of the diversified group Australian Consolidated Industries.

Although the borrower may still make drawings under the existing loan, adjusted to a revolving basis, it will primarily issue Euro-notes instead. The funding is to finance its participation in the joint-venture Curragh coal project in Queensland. The Euro-notes will be supported by a letter of credit from Long Term Credit Bank of Japan. This support feature, unusual for a project financing, will also be applied to issues of U.S. commercial paper by ACI under the facility.

Existing syndicate members will be asked to underwrite Euro-note issues to be made through a tender panel, and to counter-indemnify LCB if non-payment by ACI should force disbursements under its letter of credit.

Blue Circle Industries, the UK cement manufacturer, has increased its 10-year note issuance facility from \$150m to \$200m following an enthusiastic response in syndication. The deal, led by Orion Royal Bank with Lloyd's Merchant Bank as co-lead, includes a swingline increased from \$70m to \$100m and options for the borrower to use a tender panel or to set a spread itself.

Elsewhere, American Airlines is expected to award a mandate this week for its planned \$300m backstop facility after bids closed on Friday. France's \$3.6bn refinancing is reported to be going well and a mandate is still awaited on the \$180m loan for Public Power Corporation of Greece.

Colombia's \$1bn loan, upon which replies were due from banks last week, appears to have achieved the necessary critical mass. Chemical Bank reported on Friday that it was 90 per cent committed, with ritual attempts under way to coax in reluctant creditor banks.

Uruguayan officials on Friday ended two days of preliminary talks with the country's bank advisory committee, headed by Citibank. They discussed the country's economic projections, and a further meeting to forge plans for a new financing package to be accompanied by an IMF agreement.

Yugoslavia will meet its advisory committee in London tomorrow, in an attempt to thrash out differences, principally over interest rates, which have blocked agreement on a \$3.5bn rescheduling. Bankers were not optimistic that the differences would be resolved.

BHF Bank bond average

July 26	Previous
104.155	104.094
High	Low
104.155	99.840

Playing the equity instrument

By Our Euromarkets Staff

THE JIGSAW puzzle of the futures and options markets has found another piece. Alongside the fast-growing range of combinations of instruments, there is to be a new product from the Melbourne stock exchange: futures on individual Australian equities.

Equity futures are not new. They have been traded on the Rio de Janeiro stock exchange for some years and accounted for 84 per cent of exchange turnover in 1981. That proportion, as well as the number of listed companies, has declined in recent years and the Melbourne venture should thrust the instrument more clearly into international view.

Trading in the new Australian futures contracts (AFCs) is set to begin cautiously in October with four blue-chip shares, yet to be named. The Australian arm of London's International Commodities Clearing House will act as clearing. An AFC will represent a parcel of between 5,000 and 20,000 shares.

AFCs will allow portfolio managers to hedge holdings of individual equities, or to make short-term plays without putting up the money for a full-scale equity purchase. They will also enable institutions to employ more complex trading strategies in conjunction with their use of other exchanges.

Writers of stock options traded on the Sydney stock exchange will be able to hedge their exposure through AFCs. The new market could be used in conjunction with the share index futures and options contracts traded on the Sydney futures exchange.

Melbourne may not be quickly copied. Equity futures are barred by law in the U.S. Wall Street might argue that such a market already exists in London - and without margin requirements - because of the two-week dealing account period. But perhaps Britain's financial revolution might threaten that time-honoured practice as well.

Australian deals in the limelight

BY MAGGIE URRY IN LONDON

IS THE Australian dollar taking over from the U.S. currency as the mainstay of the Eurobond market? Last week's issue volume in the Euro-Australian sector amounted to \$5462.5m - well above the \$3361m issued in the whole of 1984. By Friday afternoon Eurobond dealers had had enough of Australian dollar deals. Six issues were launched on that day alone.

More issues are certainly on the way, though. Australian Telecom will be asking banks for bids early this week and many European banks are also eyeing the market. It is easy to see why. Nearly all the deals done have come at yields below those on Australian government bonds in the domestic market.

For Australian borrowers that is cheap money. For non-Australian borrowers the arbitrage that that difference creates makes swaps very attractive.

Dealers believed that the three issues from German banks were all swapped into floating rate U.S. dollars at rates 25 basis points or more under London interbank offered rates. Despite the volume of issues there seems to be no shortage of counter-parties to the swaps, so the issue flood could continue.

The question is whether the pool of demand for these issues has dried up yet. "You cannot sell these bonds to your friendly fund manager in big chunks. It is strictly a retail market," said one syndicate manager.

Retail demand is notoriously patchy and with around \$5.5bn worth issued this year already it is hard to see how the famous Belgian dentists can keep on soaking up paper. Many are by now soaking up the sun on Mediterranean beaches as the holiday season is underway. These retail investors are also much more concerned than institutional buyers with the name of the borrower, preferring well-known issuers. "It has developed into a two-tier market," said a syndicate manager on Friday, "and if a borrower tries to get into the wrong tier it ends in tears," he added.

The continental banks are key to the distribution of this paper because they can reach the retail buyers. The three West German banks, Westdeutsche Landesbank, Deutsche Bank and Dresdner Bank, which launched deals last

EUROMARKET TURNOVER Turnover (\$m)				
Primary Market	Sec	FRN	Other	
U.S.	2,002.0	184.9	3,287.1	5,474.0
FRN	4,001.1	101.5	2,492.0	6,594.6
Other	531.2	148.8	77.4	757.4
FRN	848.2	0.1	588.5	1,436.8
Secondary Market				
U.S.	18,972.9	1,085.0	10,211.5	29,270.4
FRN	20,634.6	1,148.4	11,406.3	33,189.3
Other	3,852.0	61.0	922.4	4,835.4
FRN	4,514.7	78.0	922.4	5,515.1
Week to July 26 1985				
U.S.	10,396.4	24,136.3	34,672.7	69,205.4
FRN	12,899.5	23,591.9	42,571.5	79,062.9
Other	3,887.1	2,988.2	6,888.3	13,763.6
FRN	4,252.4	4,144.7	8,397.1	16,794.2

Source: AIBD

week, could hardly be blamed if they preferred to sell their own deals before others. To the investors, the names are more familiar than borrowers such as MEPC. As a result there is a marked divergence in the trading levels of the various bonds.

It is certain, though, that no one is buying straight U.S. dollar bonds and last week no such deals were launched. No floaters appeared either. Only convertible issues succeeded as U.S. retail group The Limited demonstrated. Even Pirelli's issue went well despite the uncertainty created by the lire devaluation.

The World Bank showed that, even if the Eurodollar bond market is closed, it can still find buyers for a dollar bond issue in the Far East when it launched a \$300m issue on the Tokyo market. More issues are expected from U.S. government agencies such as Sallie Mae, and corporates.

Mr Eugene Rotberg, World Bank treasurer believes the Tokyo market may prove more accurate in pricing issues than the Eurodollar market often is. The lead managers there are securities houses, not commercial banks, so they cannot carry large positions on their books if an issue does not sell quickly. Also the practice of lead managers allotting underwriters fewer bonds than they are committed to buy, which in the Euro market allows book runners to influence price levels, is unknown in Tokyo.

Significantly, three U.S. houses - Merrill Lynch, Morgan Stanley and Salomon Brothers - were co-managers in the issue, taking an equal share with Japanese securities houses Nikko and Yamachi, and were placing their bonds domestically too. Lead manager is Nomura.

The European currency unit market has recovered well from the adjustments to the basket, with last week's three issues all reasonably well-received.

The interest in high coupon, non-U.S. dollar Eurobonds has attracted some borrowers to the sterling market. Apart from IBJ's issue, largely pre-placed in Japan, the deals for Credit Lyonnais and Royal Insurance were the choices for European investors last week.

Eurobonds from South African borrowers suffered badly last week following the declaration of a state of emergency. Over the week the D-Mark issue for Ecom 8 per cent 1992 dropped 3½ points, while the new South Africa Transport Services 8 per cent issue started official trading on Thursday at 93 compared to its par issue price. By Friday, though, South African D-Mark issues with yields above 9 per cent were being bought once more.

Trading has remained quiet in the Swiss foreign bond market, with prices drifting slightly last week. Kinder-Care's SwFr 130m 5½ per cent issue, launched at 99½, fell a point last week to 98. D-Mark bonds gained around ½ point over the week.

Carnation deal lifts Nestlé sales sharply

BY JOHN WICKS IN ZURICH

NESTLÉ, the Swiss-based foods group, pushed its sales ahead to SwFr 22.4bn (\$3.57bn) in the first half of 1985, some 52 per cent above the figure for the corresponding period of last year.

Two-thirds of this marked rise in consolidated turnover result from the acquisition of Carnation, the U.S. dairy products group. At the

same time, Nestlé says sales also benefited from the strengthening of a number of national currencies against the Swiss franc.

The parent company forecasts continued growth in the second half but does not expect turnover to continue to be boosted by the development of exchange rates.

For 1985 as a whole, Nestlé reck-

ons with a further increase in consolidated net profit. This had risen by 17.9 per cent last year to a record SwFr 1.48bn prompting an increase in parent-company dividend from SwFr 108 to SwFr 115 per share.

Nestlé says it has now virtually completed the integration of Carnation. The takeover marked the biggest acquisition ever made in the

U.S. by a foreign company outside the oil industry.

Carnation continues to operate as an independent company in the U.S., reporting directly to group headquarters in Vevey, while in most other countries where Carnation ran local operations these have been merged with Nestlé companies.

Texas hit by chip recession

By Paul Taylor in New York

TEXAS Instruments, the world's biggest semiconductor maker, plunged into loss in the second quarter, blaming the downturn in the industry which it described as the "deepest recession since 1974 and possibly the most severe in the history of the industry."

Texas said it could not forecast the timing of any recovery, warned that a further deterioration is likely in the third quarter and said it had cut its capital spending plans and would lay off an additional 1,800 employees.

The group's second-quarter loss of \$3.9m or 16 cents a share compares with net earnings of \$89.9m or \$3.57 in the 1984 period. Sales fell by 16 per cent to \$1.24bn from \$1.46bn a year earlier.

Mr Mark Shepherd, chairman, and Mr Jerry Junkins, recently-appointed president and chief executive, said the effect of the semiconductor downturn had been exacerbated by turbulence in the computer market, which had affected Texas' data systems business, and by the prolonged decline in world oil prices, which hit the group's geophysical business.

"Good financial performance in materials and controls and government electronics has not been enough to offset the combined impact of weak markets in other business areas and the cost of the investments we are making for the future," they said.

For the first half, net income plunged to \$5.2m or 21 cents a share from \$165.7m or \$6.89 a share. Sales fell by 10 per cent to \$2.5bn from \$2.8bn.

Texas Instruments' semiconductor business operated at a loss in the second quarter reflecting low demand, industry overcapacity and intensified competition for orders which resulted in further price erosion, coupled with the costs of bringing two new six-inch wafer fabrication facilities on stream. The company said it expected the declining shipment trend to continue.

All these securities having been sold this announcement appears as a matter of record only.

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JULY 1985

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INTERNATIONAL CAPITAL MARKETS AND COMPANIES

U.S. oil industry braced for more mergers

BY IAN HARGREAVES

THE U.S. oil industry merger wave is not yet over, because oil companies are still able to buy oil assets more cheaply through acquisitions on Wall Street than they can find them through exploration in the U.S. This is the view of Mr Joe Fogg, managing director of investment services at Morgan Stanley and an important figure in a number of recent oil industry mergers.

In a paper published by Cambridge Energy Research Associates, the U.S. energy consultancy, Mr Fogg argues that most of the buyers in the merger boom acted on a straightforward "make or buy" comparison between the cost of finding oil and gas and buying it in the form of a corporate acquisition.

A Morgan Stanley study of the U.S. exploration and production operations of the 14 largest oil companies had

shown that the average finding cost for each barrel of oil equivalent (oil and gas combined) in the last five years was \$11.78.

Adjusted for tax allowances in a typical exploration block, this involved a net cash outlay of \$7.98 — a price which, on the bank's own assumptions about oil prices, implied only a 9.5 per cent rate of internal return after tax.

This meant that if an oil company's finding costs were average "the exploration for oil and gas given current price expectations is at best a marginal activity."

By contrast, if oil reserves were bought for \$7 a barrel, the post-tax internal rate of return was put at 12.4 per cent and this figure rose to 17.5 per cent at \$5 a barrel and 29 per cent at \$3 a barrel.

Mr Fogg said the big deals of recent years, such as the

\$12.4bn Chevron-Gulf merger and the \$10.1bn Texaco-Getty merger, "were less than \$6 a barrel and several were in the \$2 to \$3 per barrel range," Mr Fogg said.

"We expect to see the current consolidation trend in the oil and gas industry continue. Companies will remain interested in buying reserves during this deflationary period of oil and gas prices, especially considering the riskiness of frontier exploration."

Mr Fogg's paper is one of a collection published by Cambridge Energy under the title "The reshaping of the oil industry."

In an introduction, Dr Daniel Yergin, Cambridge Energy president, argues that the day of the mega-merger is waning, because of the reduced number of players and a sharpening of corporate defence tactics.

He said the deal-making focus would now shift to smaller companies, which would be under pressure to sell themselves either piecemeal or as a whole. Non-U.S. companies would become increasingly active in the search for U.S. oil assets, as U.S. companies diversified their activities in the developing world.

Oil companies would also continue to de-integrate their oil production activities from their refining and marketing businesses, responding to more volatile commodity-type markets in crude oil and oil products.

"This volatility had produced five key effects:

- Seasonal switches in demand will have to be accommodated by producers — essentially by Opec — since oil companies will no longer carry that burden.
- Increased separation between the different operational parts

of oil companies, with reduced inter-affiliate trading.

● Oil trading itself has become an autonomous, profit centre in most oil companies. "These trading arms have taken some of the ground recently occupied by independent traders."

● Oil companies are cutting their refining and marketing activities — retreating from the downstream. Oil producers, however, appear increasingly wary of moving into this business because it still suffers from chronic overcapacity.

● Growing use of oil futures markets, which provide some hedge against the volatility of physical spot markets, which are now the bedrock of oil trade.

The reshaping of the oil industry — just another commodity? CERA, 56 John F. Kennedy St., Suite 5, Cambridge MA 02138, \$295.

Swedyard unit buys 40% of offshore yard

By Kevin Done, Nordic Correspondent, in Stockholm

JOTAVERKEN Arealand (GVA), part of the Swedyard group, the Swedish state-owned shipbuilder, has acquired a 40 per cent stake in Trosvik, the Norwegian offshore fabrication yard.

GVA said the move is part of its strategy of seeking partners in countries with their own offshore oil and gas markets. Together the two yards would be able to bid for bigger contracts than at present. GVA is understood to have paid around SKr 40m (\$4.7m) for its 40 per cent shareholding.

The future of the Jötaverken Arealand yard has been placed in some doubt by the financial crisis that has hit its main customer in recent years, Consaft, the Swedish offshore services group.

GVA has built a total of eight offshore accommodation platforms and diving support platforms for Consaft. In the process it has guaranteed some 80 per cent of around SKr 2.3bn of Consaft's long-term debt.

Consaft itself which expects losses of between SKr 300m and SKr 400m this year and is negotiating with creditors because of a mounting liquidity crisis, has held talks for the first time with Mr Roine Carlsson, the Industry Minister.

Japan makes money market more accessible

BY YOKO SHIBATA IN TOKYO

THE BANK of Japan has shifted its policy towards the inter-bank money market by allowing dealings to be carried out without collateral with effect from today.

Decontrol will be limited to two types of funds — call monies with unconditional maturity to be repaid on the next day and those with fixed maturities of seven days.

Nonetheless, this is expected to make it easier for foreign banks which operate in Japan to raise yen funds in the call market.

The inter-bank call market supplies funds which help banks to meet their reserve requirements, with six Tenshi houses (short-term money brokers) acting as middlemen. Outstanding

call loans currently amount to ¥4,500bn. However, banks which use the market must put down government bonds, government guaranteed bonds, corporate debentures or bank debentures as collateral for the call loans they raise under the administrative guidance first laid down by the BOJ in the wake of a financial panic in 1929.

Unlike Japanese banks, which have wide funding access to large retail deposits at low interest rate, resident foreign banks are unable to procure long-term low cost yen funds and have no choice but to rely heavily on the short-term inter-bank market, where interest rates are rigidly controlled by

the BOJ.

The liberalisation of the inter-bank market, and the elimination of collateral rules in the inter-bank call and bill discount market, have become the major focus of recent bilateral financial talks with the U.S. and West Germany. At the yen-dollar follow up meeting held at the end of June, the U.S. asked Japan to create a genuine money market where interest rates would be determined by market forces, as well as to set up an inter-bank market along U.S. lines and without any collateral requirement.

At the Japan-West German financial consultation meeting in June, West German officials

also requested the abolition of collateral rules, arguing that "such collateral rules exist nowhere else in the world."

Resident foreign banks have become more vociferous in their demands for freer inter-bank markets. Many foreign banks plunged into the red in the year ended March 1985. High yen funding costs in inter-bank market are a major reason of their plight.

Foreign banks have begun to change the emphasis of their money market operations. However, as a leading American bank manager said, "It is essential to have freer inter-bank market for earning interest spreads in money

Krugerrand marketing arm ends sales disclosure

BY JIM JONES IN JOHANNESBURG

INTERGOLD, the Krugerrand marketing arm of South Africa's Chamber of Mines, has decided to cease publication of monthly Krugerrand sales.

Mr Bruce Birrell, the manager of Intergold's coin division, says the decision has nothing to do with a possible U.S. ban on Krugerrand sales or competitive pressures. He points out that other producers of com-

peting gold coins, such as the Canadian maple leaf, do not disclose their sales.

Mr Birrell maintains that the disclosure of sales of new Krugerrands by Intergold can be misleading since the figures do not always fully reflect activity at the retail level. In addition, he says, misleading Press reports have been published.

Irwin Jacobs partnership lines up major takeover

BY OUR NEW YORK STAFF

MR IRWIN JACOBS, the Minneapolis-based investor and Wall Street raider, has formed a limited partnership to raise \$2.5bn and plans to acquire a major, unidentified corporation.

In recent months Mr Jacobs has accumulated, and then sold at a profit, large blocks of stock in Walt Disney Productions, the Avco Corporation and Phillips

Petroleum. Last month his company, Minstar, won a \$550m bid for AMP, the White Plains, New Jersey conglomerate.

But on Wall Street speculation has centred on Mr Jacobs' interest in ITT, the U.S. telecommunications conglomerate. Mr Jacobs has emerged as a serious critic of ITT's management.

NEW INTERNATIONAL BOND ISSUES

Borrowers	Amount \$	Maturity	Ave. life years	Coupon %	Price	Bank Name	Offer yield %
U.S. DOLLARS							
First Fin. Services \$1	50	1995	10	7	100	CSFB	7.000
Dow Chemical \$1	50	1995	5	7	100	Nikko Secs. (Europe)	7.000
PepsiCo Gold \$	25-35	1992	7	8 1/4	100	Bgs Outwater, K.B.	-
PepsiCo Gold (a) \$	10	1992	7	5	100	Bgs Outwater, K.B.	-
The Limited Inc. \$1	50	2000	15	8 1/4	100	SGT	8.750
World Bank (Q) \$1	300	1995	10	10 1/2	100	Monroe Secs.	10.500
EEC (a) \$1	240	1988	3	8 1/4	99.723	Goldman Sachs	8.360
CANADIAN DOLLARS							
Bank of Tokyo \$	75	1995	10	10 1/2	101 1/4	Bank of Tokyo Inc.	10.694
NEW ZEALAND DOLLARS							
Mellon Bank \$	60	1988	3	15	100 1/4	CSFB	16.138
Chrysler Fin. Corp. \$	50	1990	5	17	100.4	Morgan Guaranty	16.876
AUSTRALIAN DOLLARS							
Australian Gas Light \$	50	1992	7	13	100 1/4	Orion Royal Bank	12.915
BOSA Fin. Corp. \$	75	1988	3	13	100	Morgan Guaranty	13.800
S. L. Haber Co. \$	37.5	1990	5	12 1/4	100 1/4	Orion Royal Bank	11.886
WestB. Fin. \$	50	1990	5	12 1/4	100 1/4	Orion Royal Bank	12.450
Toronto-Dominion Ass. \$	50	1988	3	12 1/4	100 1/4	Morgan Stanley	12.435
Deutsche Bank \$	50	1992	7	12 1/2	100 1/2	Deutsche Bank	12.295
MEPC (Australia) \$	50	1992	7	12 1/2	100	HSB Samuel	13.375
Dresdner Bank \$	75	1988	5	12 1/2	100	Dresdner Bank	12.375
MZ Forest Products \$	50	1992	7	13 1/4	100 1/4	Hambros Bank	13.108
U.S. MARKS							
First Fin. Services \$1	120	1992	7	4	100	BHF-Bank	4.000
SWISS FRANCES							
Toshiba Trustco ** \$1	60	1990	-	1 1/2	100	Credit Suisse	1.500
N. Monro ** \$1	25	1990	-	3	100	Bank Julius Baer	3.800
Consolidated Press	200 max	1995	-	(5 1/4)	-	Soditec	-
Banki Kagami Kogyo ** \$	100	1990	-	(3 1/4)	100	Bge Paribas (Suisse)	-
Wittichold Perchem. ** \$	100	1990	-	(3 1/4)	100	UBS	-
Montedison Fin. ** \$	100	1991	-	(5 1/2)	100	SDC	5.500
Shochiba ** \$	40	1990	-	(5 1/2)	100	UBS	5.750
Hokkai Can. ** \$	15	1990	-	(1 1/4)	100	UBS	1.625
Canadian Nat. Railway \$	175	2000	-	(5 1/4)	99 1/4	Credit Suisse	5.400
ECUs							
BNP \$	75	1995	10	8 1/4	100	BNP	8.875
Samoa Int. Fin. (HK) \$	40	1995	8	9	100	Samoa Int.	8.000
Chrysler Fin. Corp. \$	75	1992	7	9	100 (100-100 1/4)	Banque Paribas	-
STERLING							
First UK \$1	40	2000	15	7 1/2	100	Baring Brothers	7.500
Ind. Bank of Japan \$	50	1992	10	10 1/4	100 1/4	S. G. Warburg	10.825
Credit Lyonnais \$	50	1994	8 1/4	10 1/4	100 1/4	Goldman Sachs	10.870
Royal Insurance \$	60	1992	7	10 1/4	100	Baring Brothers	10.750
FRENCH FRANCES							
Gen. d'Electricite (a) \$	500	2000	15	10 1/4	100	CCF	10.875
LUXEMBOURG FRANCES							
Paribas Finance ** \$	300	1990	5	8 1/4	100	Bge Paribas Lux.	9.250
LIB							
EB \$	100bn	1992	7	12 1/2	93.55	Cariplo	14.004
YEN							
Ford Motor Credit \$1	25bn	1995	10	8	100	Union Europe	8.090
Asian Dev. Bank \$	25bn	2000	13.32	9.2	99.2	Nikko Secs.	6.485

* Not yet priced. † Final terms. ** Private placement. † Floating rate note. ‡ With equity warrants. § Dual-currency. ¶ Sold in Japanese domestic market. (a) Convertible into gold. (b) Redeemable after 5 & 10 yrs. (c) Registered with U.S. S.E.C. Note: Yields are calculated on ARD basis.

U.S. Quarterly Results

TIMES MIRADOR				TRANS WORLD CORP				WASHINGTON POST			
Newspapers, forest products				Hotels, food service				Newspapers, magazines			
Second quarter	1985	1984		Second quarter	1985	1984		Second quarter	1985	1984	
Revenue	746.8m	705.8m	\$	Revenue	528.8m	504.2m	\$	Revenue	254.3m	258.1m	\$
Net profit	70.8m	58.5m	\$	Net profit	30.8m	28.8m	\$	Net profit	24.1m	27.1m	\$
Net per share	0.99	0.85		Net per share	0.79	0.82		Net per share	2.91	1.94	
Six months	1,448m	1,380m	\$	Six months	1,018m	987.7m	\$	Six months	527.8m	476.2m	\$
Net profit	114.8m	102.2m	\$	Net profit	47m	48.2m	\$	Net profit	50m	58.2m	\$
Net per share	1.63	1.49		Net per share	1.19	1.32		Net per share	4.36	2.57	

All of these Securities have been sold. This announcement appears as a matter of record only.

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CREDIT LYONNAIS

DAIWA EUROPE Limited

DEUTSCHE BANK Aktiengesellschaft

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UNION BANK OF SWITZERLAND (SECURITIES) Limited

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BANQUE PARIBAS CAPITAL MARKETS

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MITSUBISHI FINANCE INTERNATIONAL Limited

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July, 1985

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Kawit Foreign Trading Contracting & Investment Co. (S.A.K.)
Lloyds Merchant Bank Limited
Merrill Lynch Capital Markets
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Chemical Bank International Group
Crédit Commercial de France
Generale Bank
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The Tokyo Securities Co., Ltd.

Keppel chief takes lead role at Straits Steamship

MR CHUA CHOR TECK, group managing director of the public-listed company, has been appointed to become chief executive of Straits Steamship (Steamers), the publicly-owned subsidiary which Kappel took over in 1983.

Mr Chua, one of the main trading firms in the controversial \$4400m (US\$182m) deal, succeeds Mr Richard St. J. Stevens on September 1. Mr Stevens has held the job since May 1981 and is leaving the Straits Group by mutual agreement.

The move is part of a corporate restructuring under

which Steamers becomes more closely integrated into the Keppel Group. The aim is a more efficient management team offering lower overheads and what the company calls "greater commercial synergy."

Mr Chua's new job is additional to his existing responsibilities. At the same time, Mr Lim Chee Onn, an MP and former Cabinet Minister, is promoted to managing director of Steamers.

Although the departure of Mr Stevens has long been on the cards, Mr Chua's appointment has surprised some. The govern-

ment has complained loudly over the price paid for Steamers, the large borrowings involved and the huge subsidies granted. Singapore's 57 state sector corporations, Keppel generated the biggest losses for the government—\$8118m—in the 1984 fiscal year.

Mr Chua, who is 45, grew up in the business, having served an apprenticeship. He has been with Keppel since its earliest days, and takes on the new post at a time when the shipbuilding and shiprepair industry is embarking on major rationalisation to cope with difficult times.

Big changes at Credit Agricole

CREDIT AGRICOLE, the second largest French bank, currently ranked ninth in the world, has announced a wide ranging series of management changes which brings into top posts several officials previously closely connected with the Socialist Government.

The reorganisation follows the taking over earlier this year as Credit Agricole director-general of M Jean-Paul Huchon, formerly a senior official at the Agriculture Ministry.

The wide-ranging changes contrast with the relatively moderate alterations made in the management structure of most other top French banks when the Socialist Government came to power in 1932. Credit Agricole, a co-operative grouping built up to serve the farming community, has been increasingly competing with the other French banks in financial and industrial spheres. Although it is more nationalised like the other big French banks, the organisation's central grouping, the Caisse Nationale de Crédit Agricole, is under the control of the Finance and Agriculture Ministries.

M Gilles Guitten, a former member of the ministerial team of M Pierre Berezogov, the Finance Minister, who joined the bank a few months ago, has been appointed assistant director general in charge of co-ordinating the bank's international business and its loans activities.

M Yves Lyon-Caen, a former official at the Prime Minister's office, is taking over as central director in charge of credit, while M Jean-Pierre Beysson, formerly in charge of the bank's agriculture and residential section, has been appointed central director for financial analysis and management.

M Francois Jouven, a former top Finance Ministry official, is taking over as central director looking after international affairs. He replaces M Serge Robert, who has left to become assistant chairman of the Mastercard, the international payments systems group.

M Henri Cukierman, currently head of the financial markets department, will take up the post of central director for resources. M Jacques Lenormand has been named head of a new department for communications and public affairs.

CHROMALLOY AMERICAN
Corporation, a diversified com-
pany with interests in metal
fabrication, clothing, transporta-
tion and petrol services, has elected
Mr Norman E. Alexander to the
post of president. Mr Alexander
who continues as chairman and
chief executive, takes over from
Mr William E. Stevens.

Conferences

CONFERENCE

per. 12 & 13 1985

ference is timed to coincide with the opening of the new season. Mr Robert Lutz of Ford and Mr. Walter P. Reuther of the UAW will take the chair. Mr. John F. Enders of Fiat Auto and Dr Carl F. L. Brown of the General Motors will be keynote speakers.

al theme and will be debated
er Chairman of Renault, Dr
Mr Sten Langenius, President,
ergio Pininfarina. Mr Roger

by Mr Archie Long of General
part. The President of Porsche,
ging Director of Comau, Mr

new developments in process
Anderson and Mr Donald Kress
examine future patterns of
tion and Mr Joseph Schulte
ll ask whether the consumer

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- ACROSS**

 - 1 How to march on foot (6)
 - 4 Eastern sailor an American and me return from travel abroad (8)
 - 9 Watch a sort of cricket without a century (6)
 - 10 Sounds the same as one related insect (8)
 - 11 Cajoined but mope about in a way (6)
 - 12 Moslem religion centres around the century before (8)
 - 13 Start to throw things (3)
 - 14 Sue and try changing terms of bail (8)
 - 17 Apportion for example men in the street (7)
 - 21 Odd in odd let, odd gait (6)
 - 25 Fixed games (3)
 - 26 Over support in my constitution (8)
 - 27 Engineers willingly stand-in (6)
 - 28 Upset goes down as material for 29 (4, 4)
 - 29 Unusual ride held to copy juggler (6)
 - 30 Hair raising occupation (8)
 - 31 Get angry going on a bit (6)

DOWN

 - 1 Curiosity in examination about Religious Education (8)
 - 2 Leaves so creamy a mixture (8)
 - 3 Men in steel worked in fire and water (8)
 - 5 Is the Queen in my distress (6)
 - 6 Game of disension (6)
 - 7 Confusing passage in time bewildered (6)
 - 8 Unorthodox set consumed land (6)
 - 12 Stack a number with him over the toss of a coin (7)
 - 15 A desire for money (3)
 - 16 A New Testament driver for (8)
 - 19 Light suited participant in a sort of rodeo art (8)
 - 19 Added about a hundred in it when in need of a double (6)
 - 20 By the long arm of necessity (6)
 - 22 I am a long time making pictures (6)
 - 23 Repeat in French or in church (6)
 - 24 Second-rate farm as a side line (6)
 - 25 The fall of an exhibitor (6)

Saturday

The solution to last Saturday's prize puzzle will be published with names of winners next Saturday

WORLD MOTOR CONFERENCE

Frankfurt—September 12& 13 1985

The FT 1985 World Motor conference is timed to coincide with the Frankfurt Motor Show. Mr Robert Lutz of Ford and Mr Rudolph Stahl of Robert Bosch will take the chair. Mr Umberto Agnelli, the Chairman of Fiat Auto and Dr Carl Hahn, Chairman of Volkswagen will be keynote speakers.

Globalisation will be the principal theme and will be debated by M Bernard Hanor, the former Chairman of Renault, Dr Herbert von Herbert of BMW, Mr Sten Lauenius, President, Volvo Truck Corporation, Dr Sergio Pininfarina, Mr Roger Vincent, Bankers Trust Co and Ms Maryann Keller.

The aftermarket will be assessed by Mr Archie Long of General Motors and Mr John Neill of Unipart. The President of Porsche, Mr Peter Schutz, and the Managing Director of Comau, Mr Paolo Cantarella will look at the new developments in process and project technology. Mr Paul Anderson and Mr Donald Kress of Booz Allen & Hamilton will examine future patterns of vehicle marketing and distribution and Mr Joseph Schulte of J Walter Thompson, USA will ask whether the consumer is becoming global or remains national.

**ELECTRONIC FINANCIAL
SERVICES**

LONDON—October 21 & 22 1985

- ★ **Electronic Financial Services—Now and in the Future**
- ★ **EFT/POS—A Banking, Retailing and Consumer Perspective**
- ★ **ATM's—National and International Networks**
- ★ **Home Banking**
- ★ **Future Cash/Treasury Management Systems**
- ★ **The Potential Applications of Expert Systems in Banking**

Some of the speakers taking part include: Mr F. G. Reeve, Mr Robert B. Willumstad, Mr Bessel Kok, Mr David Robinson, Mr Robert P. Barone and Mr Eduard Berlin.

All enquiries should be addressed to:

The Financial Times Limited
Conference Organisation
Minster House, Arthur Street
London EC4R 9AX

Tel: 01-621 1355 (24-hour answering service)

Telex: 27347 FTCON G
Cables: FINCONF LONDON

CONTINUED OVERLEAF

Manufacturers Life Insurance Co (UK)			Property South Africa Ins. Co. Ltd.		
0-38-3561			Lafayette, Cape Town 115		
Manager	296.1	296.1	Property Fund (A)	297.9	297.9
Director	296.1	296.1	Property Fund (B)	297.9	297.9
Secretary	296.1	296.1	Property Fund (C)	297.9	297.9
Insurance	296.1	296.1	Property Fund (D)	297.9	297.9
Investment	296.1	296.1	Property Fund (E)	297.9	297.9
Property Fund Prices			Property Fund (F)	297.9	297.9
Re. Act. Inc.	297.9	297.9	Property Fund (G)	297.9	297.9
Re. Act. Inc.	297.9	297.9	Property Fund (H)	297.9	297.9
Re. Act. Inc.	297.9	297.9	Property Fund (I)	297.9	297.9
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Re. Act. Inc.	297.9	297.9	Property Fund (U)	297.9	297.9
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Re. Act. Inc.	297.9	297.9	Property Fund (AB)	297.9	297.9
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Re. Act. Inc.	297.9	297.9	Property Fund (AH)	297.9	297.9
Re. Act. Inc.	297.9	297.9	Property Fund (AI)	297.9	297.9
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Re. Act. Inc.	297.9	297.9	Property Fund (AQ)	297.9	297.9
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Re. Act. Inc.	297.9	297.9	Property Fund (BC)	297.9	297.9
Re. Act. Inc.	297.9	297.9	Property Fund (BD)	297.9	297.9
Re. Act. Inc.	297.9	297.9	Property Fund (BE)	297.9	297.9
Re. Act. Inc.	297.9	297.9	Property Fund (BF)	297.9	297.9
Re. Act. Inc.	297.9	297.9	Property Fund (BG)	297.9	297.9
Re. Act. Inc.	297.9	297.9	Property Fund (BH)	297.9	297.9
Re. Act. Inc.	297.9	297.			

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"Recent Issues" and "Rights" Page 18
(International Edition Page 22)

This service is available to every Company dealt in on Stock Exchanges throughout the United Kingdom for a fee of £800 per annum for each company.

WORLD STOCK MARKETS

Closing prices, July 26

NEW YORK

	July 26	July 25	July 24	July 23	July 22	1985	Since Comp'n
Dow Jones	2,147.07	2,143.97	2,135.07	2,125.94	2,115.81	2,115.81	2,115.81
Industrial	135.78	135.51	134.91	133.51	132.54	132.54	132.54
Transport	68.02	68.58	68.91	69.27	70.19	70.19	70.19
Utilities	157.42	158.46	157.83	159.26	164.65	164.65	164.65
Trading Vol	106,991,290	129,128,600	143,639,060				

	July 26	July 25	July 24	July 23	July 22	1985	Since Comp'n
Standard & Poor's	214.47	213.97	213.07	212.54	211.81	211.81	211.81
Industrial	124.47	123.97	123.07	122.54	121.81	121.81	121.81
Comp's	192.40	192.06	191.98	191.95	191.95	191.95	191.95
Industrial div. yield	3.66	3.62	3.59	3.56	3.54	3.54	3.54
Long Gov. bond yield	10.64	10.80	10.99	11.24	11.47	11.47	11.47

	July 26	July 25	July 24	July 23	July 22	1985	Since Comp'n
N.Y.S.E. All Common	117.15	117.24	117.11	117.09	117.09	117.09	117.09
Issues Traded	1,827	2,041	2,041	2,041	2,041	2,041	2,041
Unchanged	446	347	410				
New Highs	—	—	—				
New Lows	—	—	—				

	July 26	July 25	July 24	July 23	July 22	1985	Since Comp'n
TORONTO	2,147.07	2,143.97	2,135.07	2,125.94	2,115.81	2,115.81	2,115.81
Metals & Minerals	107.78	107.78	107.78	107.78	107.78	107.78	107.78
Composite	278.4	278.4	278.4	278.4	278.4	278.4	278.4
MONTREAL	188.99	188.99	188.99	188.99	188.99	188.99	188.99

NEW YORK ACTIVE STOCKS

	July 26	July 25	July 24	July 23	July 22	1985	Since Comp'n
Philips	2,147.07	2,143.97	2,135.07	2,125.94	2,115.81	2,115.81	2,115.81
IBM	1,420.50	1,420.50	1,420.50	1,420.50	1,420.50	1,420.50	1,420.50
IBM	1,420.50	1,420.50	1,420.50	1,420.50	1,420.50	1,420.50	1,420.50

OVER-THE-COUNTER

Nasdaq national market, closing prices July 26

Continued from Page 31

Nasdaq national market, closing prices July 26

Nasdaq national market, closing prices July 26

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INDICES

July 26 July 25 July 24 July 23 July 22 1985

Australia All 11.88 54.5 54.1 53.7 53.3 54.1 (27.7) 75.3 (1.1)

AUS 11.88 54.5 54.1 53.7 53.3 54.1 (27.7) 75.3 (1.1)

Credit Aktien -1.89 57.46 56.83 56.57 56.01 55.75 (17.8) 85.21 (2.1)

Belgium Brussels SE -1.89 532.50 531.44 531.44 531.44 531.44 (27.7) 75.3 (1.1)

Denmark Copenhagen SE -1.89 532.50 531.44 531.44 531.44 531.44 (27.7) 75.3 (1.1)

France CAC General -1.89 532.50 531.44 531.44 531.44 531.44 (27.7) 75.3 (1.1)

Germany DAX Aktien -1.89 532.50 531.44 531.44 531.44 531.44 (27.7) 75.3 (1.1)

Hong Kong Hang Seng Bank -1.89 532.50 531.44 531.44 531.44 531.44 (27.7) 75.3 (1.1)

Italy Banca Com. Ital. -1.89 532.50 531.44 531.44 531.44 531.44 (27.7) 75.3 (1.1)

Japan Nikkei Dow -1.89 532.50 531.44 531.44 531.44 531.44 (27.7) 75.3 (1.1)

Netherlands ANP-OSB General -1.89 532.50 531.44 531.44 531.44 531.44 (27.7) 75.3 (1.1)

Norway Oslo SE -1.89 532.50 531.44 531.44 531.44 531.44 (27.7) 75.3 (1.1)

Singapore Straits Times -1.89 532.50 531.44 531.44 531.44 531.44 (27.7) 75.3 (1.1)

South Africa JSE Gold -1.89 532.50 531.44 531.44 531.44 531.44 (27.7) 75.3 (1.1)

Spain Madrid SE -1.89 532.50 531.44 531.44 531.44 531.44 (27.7) 75.3 (1.1)

Sweden Stockholm -1.89 532.50 531.44 531.44 531.44 531.44 (27.7) 75.3 (1.1)

Switzerland Swisscom -1.89 532.50 531.44 531.44 531.44 531.44 (27.7) 75.3 (1.1)

World Industrial -1.89 532.50 531.44 531.44 531.44 531.44 (27.7) 75.3 (1.1)

Base value of all indices are 100 except JSE Gold-255.7, JSE Industrial-254.3, and Australia All Ordinary and Metals-500, NYSE All Common-50, Standard and Poor's-100, and Toronto Composite and Metals-1000, Toronto indices based 1975 and Montreal Portfolio 4/7/83. Excluding bonds, 4/82. Industrials plus 40 Utilities, 40 Financials and 20 Transports. c-Closed u-Unavailable.

CANADA

Sales High Low Last Day

Toronto Closing prices July 26

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NEW YORK STOCK EXCHANGE COMPOSITE CLOSING PRICES

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Continued on Page 3

AMEX COMPOSITE CLOSING PRICES^{Closing prices July 26}[illegible]

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100	101	102	103	104	105	106	107	108	109	110	111	112	113	114	115	116	117	118	119	120	121	122	123	124	125	126	127	128	129	130	131	132	133	134	135	136	137	138	139	140	141	142	143	144	145	146	147	148	149	150	151	152	153	154	155	156	157	158	159	160	161	162	163	164	165	166	167	168	169	170	171	172	173	174	175	176	177	178	179	180	181	182	183	184	185	186	187	188	189	190	191	192	193	194	195	196	197	198	199	200	201	202	203	204	205	206	207	208	209	210	211	212	213	214	215	216	217	218	219	220	221	222	223	224	225	226	227	228	229	230	231	232	233	234	235	236	237	238	239	240	241	242	243	244	245	246	247	248	249	250	251	252	253	254	255	256	257	258	259	260	261	262	263	264	265	266	267	268	269	270	271	272	273	274	275	276	277	278	279	280	281	282	283	284	285	286	287	288	289	290	291	292	293	294	295	296	297	298	299	300	301	302	303	304	305	306	307	308	309	310	311	312	313	314	315	316	317	318	319	320	321	322	323	324	325	326	327	328	329	330	331	332	333	334	335	336	337	338	339	340	341	342	343	344	345	346	347	348	349	350	351	352	353	354	355	356	357	358	359	360	361	362	363	364	365	366	367	368	369	370	371	372	373	374	375	376	377	378	379	380	381	382	383	384	385	386	387	388	389	390	391	392	393	394	395	396	397	398	399	400	401	402	403	404	405	406	407	408	409	410	411	412	413	414	415	416	417	418	419	420	421	422	423	424	425	426	427	428	429	430	431	432	433	434	435	436	437	438	439	440	441	442	443	444	445	446	447	448	449	450	451	452	453	454	455	456	457	458	459	460	461	462	463	464	465	466	467	468	469	470	471	472	473	474	475	476	477	478	479	480	481	482	483	484	485	486	487	488	489	490	491	492	493	494	495	496	497	498	499	500	501	502	503	504	505	506	507	508	509	510	511	512	513	514	515	516	517	518	519	520	521	522	523	52
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Stock	Sales (Units)	High	Low	Last	Chg	Stock	Sales (Units)	High	Low	Last	Chg	Stock	Sales (Units)	High	Low	Last	Chg	Stock	Sales (Units)	High	Low	Last	Chg
ADC	124	125	18			ADG	124	125	18			AGC	124	125	18			AGF	124	125	18		
ADG	124	125	18			ADH	124	125	18			AGI	124	125	18			AGJ	124	125	18		
ADH	124	125	18			ADI	124	125	18			AGK	124	125	18			AGL	124	125	18		
ADI	124	125	18			ADJ	124	125	18			AGM	124	125	18			AGN	124	125	18		
ADJ	124	125	18			ADK	124	125	18			AGO	124	125	18			AGP	124	125	18		
ADK	124	125	18			ADL	124	125	18			AGQ	124	125	18			AGR	124	125	18		
ADL	124	125	18			ADM	124	125	18			AGS	124	125	18			AGT	124	125	18		
ADM	124	125	18			ADN	124	125	18			AGU	124	125	18			AGV	124	125	18		
ADN	124	125	18			ADO	124	125	18			AGW	124	125	18			AGX	124	125	18		
ADO	124	125	18			ADP	124	125	18			AGY	124	125	18			AGZ	124	125	18		
ADP	124	125	18			ADQ	124	125	18			AGAA	124	125	18			AGAB	124	125	18		
ADQ	124	125	18			ADR	124	125	18			AGAC	124	125	18			AGAD	124	125	18		
ADR	124	125	18			ADS	124	125	18			AGAE	124	125	18			AGAF	124	125	18		
ADS	124	125	18			ADT	124	125	18			AGAG	124	125	18			AGAH	124	125	18		
ADT	124	125	18			ADU	124	125	18			AGAI	124	125	18			AGAJ	124	125	18		
ADU	124	125	18			ADV	124	125	18			AGAK	124	125	18			AGAL	124	125	18		
ADV	124	125	18			ADW	124	125	18			AGAM	124	125	18			AGAN	124	125	18		
ADW	124	125	18			ADX	124	125	18			AGAP	124	125	18			AGAO	124	125	18		
ADX	124	125	18			ADY	124	125	18			AGAQ	124	125	18			AGAP	124	125	18		
ADY	124	125	18			ADZ	124	125	18			AGAR	124	125	18			AGAS	124	125	18		
ADZ	124	125	18			ADA	124	125	18			AGAT	124	125	18			AGAT	124	125	18		
ADA	124	125	18			ADB	124	125	18			AGAU	124	125	18			AGAV	124	125	18		
ADB	124	125	18			ADC	124	125	18			AGAW	124	125	18			AGAX	124	125	18		
ADC	124	125	18			ADD	124	125	18			AGAY	124	125	18			AGAZ	124	125	18		
ADD	124	125	18			ADE	124	125	18			AGBA	124	125	18			AGBB	124	125	18		
ADE	124	125	18			ADF	124	125	18			AGBC	124	125	18			AGBD	124	125	18		
ADF	124	125	18			ADG	124	125	18			AGBE	124	125	18			AGBF	124	125	18		
ADG	124	125	18			ADH	124	125	18			AGBG	124	125	18			AGBF	124	125	18		
ADH	124	125	18			ADI	124	125	18			AGBH	124	125	18			AGBG	124	125	18		
ADI	124	125	18			ADJ	124	125	18			AGBI	124	125	18			AGBH	124	125	18		
ADJ	124	125	18			ADK	124	125	18			AGBJ	124	125	18			AGBI	124	125	18		
ADK	124	125	18			ADL	124	125	18			AGBK	124	125	18			AGBJ	124	125	18		
ADL	124	125	18			ADM	124	125	18			AGBL	124	125	18			AGBK	124	125	18		
ADM	124	125	18			ADN	124	125	18			AGBM	124	125	18			AGBL	124	125	18		
ADN	124	125	18			ADO	124	125	18			AGBN	124	125	18			AGBM	124	125	18		
ADO	124	125	18			ADP	124	125	18			AGBO	124	125	18			AGBN	124	125	18		
ADP	124	125	18			ADQ	124	125	18			AGBP	124	125	18			AGBO	124	125	18		
ADQ	124	125	18			ADR	124	125	18			AGBQ	124	125	18			AGBP	124	125	18		
ADR	124	125	18			ADS	124	125	18			AGBR	124	125	18			AGBQ	124	125	18		
ADS	124	125	18			ADT	124	125	18			AGBS	124	125	18			AGBR	124	125	18		
ADT	124	125	18			ADU	124	125	18			AGBT	124	125	18			AGBS	124	125	18		
ADU	124	125	18			ADV	124	125	18			AGBU	124	125	18			AGBT	124	125	18		
ADV	124	125	18			ADW	124	125	18			AGBV	124	125	18			AGBU	124	125	18		
ADW	124	125	18			ADX	124	125	18			AGBW	124	125	18			AGBV	124	125	18		
ADX	124	125	18			ADY	124	125	18			AGBX	124	125	18			AGBW	124	125	18		
ADY	124	125	18			ADZ	124	125	18			AGBY	124	125	18			AGBX	124	125	18		
ADZ	124	125	18			ADA	124	125	18			AGBZ	124	125	18			AGBY	124	125	18		
ADA	124	125	18			ADB	124	125	18			AGC	124	125	18			AGBZ	124	125	18		
ADB	124	125	18			ADC	124	125	18			AGD	124	125	18			AGC	124	125	18		
ADC	124	125	18			ADD	124	125	18			AGE	124	125	18			AGD	124	125	18		
ADD	124	125	18			ADE	124	125	18			AGF	124	125	18			AGE	124	125	18		
ADE	124	125	18			ADF	124	125	18			AGG	124	125	18			AGF	124	125	18		
ADF	124	125	18			ADG	124	125	18			AGH	124	125	18			AGG	124	125	18		
ADG	124	125	18			ADH	124	125	18			AGI	124	125	18			AGH	124	125	18		
ADH	124	125	18			ADI	124	125	18			AGJ	124	125	18			AGI	124	125	18		
ADI	124	125	18			ADJ	124	125	18			AGK	124	125	18			AGJ	124	125	18		
ADJ	124	125	18			ADK	124	125	18			AGL	124	125	18			AGK	124	125	18		
ADK	124	125	18			ADL	124	125	18			AGM	124	125	18			AGL	124	125	18		
ADL	124	125	18			ADM	124	125	18			AGN	124	125	18			AGM	124	125	18		
ADM	124	125	18			ADN	124	125	18			AGO	124	125	18			AGN	124	125	18		
ADN	124	125	18			ADO	124	125	18			AGP	124	125	18			AGO	124	125	18		
ADO	124	125	18			ADP	124	125	18			AGQ	124	125	18			AGP	124	125	18		
ADP	124	125	18			ADQ	124	125	18			AGR	124	125	18			AGQ	124	125	18		
ADQ	124	125	18			ADR	124	125	18			AGS	124	125	18			AGR	124	125	18		
ADR	124	125	18			ADS	124	125	18			AGT	124	125	18			AGS	124	125	18		
ADS	124	125	18			ADT	124	125	18			AGU	124	125	18			AGT	124	125	18		
ADT	124	125	18			ADU	124	125	18			AGV	124	125	18			AGU	124	125	18		
ADU	124	125	18			ADV	124	125	18			AGW	124	125	18			AGV	124	125	18		
ADV	124	125	18			ADW	124	125	18			AGX	124	125	18			AGW	124	125	18		
ADW	124	125	18			ADX	124	125	18			AGY	124	125	18			AGX	124	125	18		
ADX	124	125	18			ADY	124	125	18			AGZ	124	125	18			AGY	124	125	18		
ADY	124	125	18			ADZ	124	125	18			AGA	124	125	18			AGZ	124	125	18		
ADZ	124	125	18			ADA	124	125	18			AGB	124	125	18			AGA	124	125	18		
ADA	124	125	18			ADB	124	125	18			AGC	124	125	18			AGB	124	125	18		
ADB	124	125	18			ADC	124	125	18			AGD	124	125	18			AGC	124	125	18		
ADC	124	125	18			ADD	124	125	18			AGE	124	125	18			AGD	124	125	18		
ADD	124	125	18			ADE	124	125	18			AGF	124	125	18			AGE	124	125	18		
ADE	124	125	18			ADF	124	125	18			AGG	124	125	18			AGF	124	125	18		
ADF	124	125	18			ADG	124	125	18			AGH	124	125	18			AGG	124	125	18		

